US. ADM

FEBRUARY 1, 1942



TWENTY CENTS

Sales Management Management

Get in the SCRAP

America's war industries need

METALS
PAPER
OLD RAGS
RUBBER

Get it back in war production

HE MAGAZINE OF MODERN MARKETING

MASTERPIECES OF FOOD ADVERTISING

are printed on one coal Printing Papers

STRONGLY conscious that conservation of paper is important to national welfare, food manufacturers and packers are keeping a watchful eye on the performance of their direct advertising. Today, each recipe book, circular and brochure must work! Color illustrations must excite the appetite... type must be clear-cut for easy reading. And the paper itself must be super-smooth to assure these results.

Food product manufacturers, like many other advertisers, turn to super-smooth Levelcoat* printing papers for the qualities that help to put drama into printed advertising.

You, too, can boost the appearance and the salespower of your direct advertising with Levelcoat

printing papers and do it at little if any extra cost, because Levelcoat papers provide all the beauty of costly printing papers at a price you can afford!

Levelcoat papers are for every type of letterpress printing. For free sample book showing Levelcoat printed results address our nearest office or ask your paper merchant. If you have any special paper or printing problems, a Kimberly-Clark technician will be glad to help solve them. Call, write or wire for quick, courteous service.

Compare Levelcoat Quality!

A

"A" is a diagram of greatly enlarged edge of old-style manufactured printing paper. Compare with "B".

B

"B" is a diagram of greatly enlarged edge of sheet of Levelcoat paper. Note the smoothness of both sides of Levelcoat paper. This smoothness is obtained by new and exclusive processes and is the secret of the unexcelled printed results obtained with Levelcoat printing papers.

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Multifect

For volume printing at a price

Trufect'

For Highest-Quality Printing

KIMBERLY-CLARK CORPORATION, Manufacturers • Established 1872 • NEENAH, WISCONSIN NEW YORK: 122 East 42nd Street • CHICAGO: 8 South Michigan Avenue • LOS ANGELES: 510 West 6th Street

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BUY-LINES + by Nancy Sasser

A Weekly Sponsored Column of Things Advertised and Interesting



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column written in a chatty and intimate style. An authoritative, third person, woman-to-woman recommendation of your product.



FRE is your audience. 9,000,000 reader customers in key market centers all over the U.S.A.... BUY-LINES by Nancy Sasser effectively carries your sales story from coast to coast in the Sunday woman's page section of 32 lead-

ing newspapers. A big audience and a receptive one.



♦ HERE are the results. Proven good by advertisers' check-up. Herbert Hyams, Sales Manager of Louis Philippe, says . . . "Have contacted leading Wholesalers, Department stores, and Chain Accounts throughout South and Middle

BUY-LINES now made more flexible with 3, 6, 9, as well as 13 and 26 insertion cycles.

For full information and rates address

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JACKSONVILLE TIMES-UNION NORFOLK VIRGINIAN-PILOT CHARLOTTE ORSERVER

LOS ANGELES TIMES
SAN FRANCISCO CHRONICLE
OAKLAND TRIBUNE
SEATTLE TIMES
PORTLAND JOURNAL

9.000.000 Circulation in Key Trading Areas



Long May She Wave

The demand for flags is about 60% above last year's figure, but it has not equaled the spurt of World War I times, when there were parades every day or so, and New York department stores used to send wagons out to sell flags to spectators. Nevertheless, Annin & Co., the world's largest and oldest flag manufacturer, is selling all it can produce, despite having put up two new buildings and added 10% to its personnel last year. Foreseeing shortages, the firm had stocked up on most of the materials needed in flag-making before the outbreak of the current war and has enough for several months' volume. Cotton and wool are still obtainable at this writing, but silk has been largely displaced by rayon—though this trend has been going on for several years. Thus far prices have risen only about 25% over the 1940 figure, and the increase has been owing mainly to higher costs of material and labor.

Annin & Co. produces about one-third of the nation's flags. The Government also has its own flag factories, but these are not sufficient to meet its needs, especially in wartime. One of these, the Flag Loft at the Brooklyn Navy Yard, was keeping its 182 women workers busy in three shifts as far back as a year ago, turning out 5,000 flags a week.

As might be expected, there's a big demand for flags for the Navy in this war. To cite one instance, code flags are needed now for all merchant vessels traveling beyond the 12-mile zone, at least two sets for each boat. (The use of radios has been discontinued, because of the war.) Annin is furnishing sets of code flags, not only to U. S. ships, but to British ones as well. A set of flags, in 6 x 8 or 4 x 6 size, costs more than \$200. On the afternoon when SM's reporter interviewed C. R. Beard, Annin's sales manager, he had just received a telephone call from a ship that had put in at Baltimore and wanted eight sets.



The stars and stripes are in great demand today by the Navy, by the Army, and by millions of patriotic citizens despite the fact that prices have risen about 25% over the 1940 figure owing to higher costs of material and labor.

As befits a firm so closely identified with U. S. historical progress, Annin has an interesting history behind it. As long ago as 1820, a ship chandler named Alexander Annin was selling U. S. flags. The flag end of the business must have been the most profitable, because, in 1847, his two sons, Edward and Benjamin, started their own flag manufacturing business. Louis Annin Ames, the current president, is a grandson of Alexander and a nephew of Edward and Benjamin.

Annin has two factories, one at Verona, N. J., and another—established last year—at Los Angeles. It keeps more than 600 people, mostly girls and women, busy turning out flags, partly by machine and partly by hand.

Annin has more than 250,000 flag patterns, including—in addition to U. S. banners—those for all 48 States; and for 144 countries (pre-War vintage); for cities; for various societies and fraternal organizations, and so forth. In an average year, the company sells more than a million college pennants. It customarily keeps about 30,000 Confederate flags on hand. (Once the firm came near being caught short, when a woman ordered nearly 200 gross of Confederate flags, for immediate delivery.) The Christian flag (used by Protestant churches) is a perennial best-seller. American school children represent a market for about 1,000,000 small ten-cent flags each Memorial Day. Conventions give Annin good business; about 500,000 yards of cloth went into flags used in New York City, when the American Legion convention was last held there. World's Fairs are bonanzas to flag-makers.

The company has made flags for the inauguration of every president since Zachary Taylor. An Annin flag was draped over Lincoln's casket, and three others made by the firm were flown over his funeral train. Annin flags have been taken on numerous expeditions. When Peary reached the North Pole he had with him, in addition to the U. S. flag, the banners of the Navy League, White Cross Hospital Association, the D. A. R., and the National Georgraphic Society.

Big flags run into money, occasionally into four figures. One made for use at a St. Patrick's Day parade a few years ago cost more than \$1,000. The company has sold a cardinal's flag to the Catholic Church for \$2,500. The big 40 x 60-foot flags that fly from store windows cost around \$600. Biggest volume, however, is in smaller flags, the popular 3 x 5-ft. size retailing at around \$2.20. With improved methods of manufacturing, the public gets good value in its flag nowadays. The star-spangled banner that inspired Francis Scott Key to write our national anthem cost \$405.90. It could be duplicated today, but in better material and quality, for less than \$200.

Matte and Hearts of Palm

Epicures can have little conception of the headaches suffered within the industry that supplies them with the toothsome morsels they enjoy. Many small importers have recently fallen by the way-side. Small manufacturers have had to go out of business for lack of materials formerly obtained from abroad. But a sizeable number have survived through ingenious adaptation to changing conditions.

Take Catz American Co., of New York, for example, formerly internationally known as an export and import firm dealing mainly in spices from the Netherlands Indies. It still receives from the Netherlands Indies such items as pepper, cloves, nutmeg, mace, cassia and tapioca, which it sells in bulk to American packers. But it no longer obtains from Holland such staples as caraway, poppy and mustard seeds. Moreover, it can no longer sell to continental markets, to which it formerly exported certain U. S. products. And, of course, there's no telling how much longer spices will continue to come across the Pacific to American ports and warehouses.

These developments were not unforeseen by I. B. Catz, head of the company, who began taking steps to offset them several years ago—with the result that, even if all spice supplies should be cut off tomorrow, Catz American would continue to function.

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Again in 1941 . . . Far in the Lead in Grocery Linage

In 1941 The Chicago Daily News published more total grocery advertising than any other Chicago newspaper as follows:

102% MORE than the second paper (evening)

148% MORE than the third paper (morning)

157% MORE than the fourth paper (evening)

For 13 consecutive years The Daily News has been the leading grocery medium of Chicago. Taking a 13-year average (1929-1941) The Daily News has carried over 100% MORE total grocery advertising than the next ranking paper within that period. Out of extensive experience grocery advertisers are convinced of this: the *least sensational* newspaper in Chicago does the *most sensational* selling job!

NOTE: Percentages quoted are from figures reported by Advertising Record Co. (1929-1931) and by Media Records, Inc. (1932-1941). Liquor linage omitted.

THE CHICAGO DAILY NEWS

Chicago's HOME Newspaper

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza SAN FRANCISCO OFFICE: Hobart Building

Here Is the

ADVERTISING LINAGE RECORD

OF THE

HOUSTON NEWSPAPERS

for the Year of 1941

LOCAL Advertising. . .

Houston Chronicle 9,555,126 Houston Post

Houston Press

Joon Lines

6,490,694 Lines

4,187,638

■ NATIONAL Advertising . . .

Houston Chronicle 2,088,604 Houston Post 1,224,692

Houston Press

,ZZ4,0 Lines 666,624 Lines

• CLASSIFIED Advertising . . .

Houston Chronicle 3,283,294

Houston Post **2,033,136**

Houston Press

1,039,906 Lines

TOTAL Advertising . . .

Houston Chronicle 14,927,024 Houston Post 9.748.522

Houston Press

14,927,024 Lines

, /40, 322 Lines 5,894,168 Lines

The HOUSTON CHRONICLE Led

THE SECOND NEWSPAPER...

47.2% in Local Advertising

70.5% in National Advertising 61.5% in Classified Advertising

53.1% in Total Advertising

The HOUSTON CHRONICLE Led

THE THIRD NEWSPAPER ...

128.2% in Local Advertising

213.3% in National Advertising

215.7% in Classified Advertising

153.3% in Total Advertising

To Sell Houston . . . Buy Chronicle

THE HOUSTON CHRONICLE

First in Circulation and Advertising for 29 Consecutive Years

R. W. McCARTHY Manager National Advertising THE BRANHAM COMPANY National Representatives

Turning away from emphasis on Dutch products—even temporarily—is a major adventure for this organization, which was founded in 1916 by I. B. Catz, as a branch of his family's business in Holland. The American establishment has long since ceased to be a branch, but until the war it maintained connections with the Catz firm in Holland, which was started 85 years ago by the grandfather of I. B. Catz.

When Mr. Catz saw the handwriting on the wall several years ago, he geared his company for trade with Latin America, seeking new markets and obtaining new products there to offer to markets north of the border. Another innovation was entrance into the manufacturing field.

One of the new products is Hearts of Palm, in tins of two sizes, 14 oz. and 1 lb. 14 oz., retailing at about 49c. and 79c. in fancy grocery stores. Distributors are R. C. Williams and Cresca.

Hearts of palm have a flavor somewhat resembling endive, asparagus and artichoke. They come from the cabbage palms of Brazil, trees that grow to heights of 30 to 40 feet. Only the top three feet have the edible heart, but the entire tree must be sacrificed to obtain it.

Cuban pineapple was another product taken on, sold also in tins with specially designed new CAC labels. As cruise-going Americans know, Cuban pineapple is pale in color and has a delicate flavor. The canned variety has gone well in the U. S. market, and the Catz American venture has been highly successful. (Incidentally, though small compared to the Hawaiian pineapple industry, Cuban pineapple output is growing, production having multiplied sixfold within the last five years.)

The product from which Catz American expects most is Brazilian Matte, a beverage that tastes somewhat like tea. It is made from the leaves of a tall tree, which reaches a height of 50 to 60 feet in the forests of the Parana River Valley. The drink has been popular in Brazil for centuries, the Gaucho sipping it through a silver straw and strainer known as a bombilla, from a decorated gourd, and using it as a base for rum-flavored beverages. The natives make impressive claims for it-that it stimulates and alkalizes, restores and refreshes. It is said to be rich in calcium and Vitamin C, and to have less than one-tenth the average tannic acid content of Oriental teas. Attempts have been made to introduce it in the U.S.A. in the past, but it received scant welcome until Mr. Catz got together with the National Matte Institute of Brazil and experimented until a new roasting method, especially designed for North American tastes, was developed. A new method of packaging was also evolved, using attractive, quarter-pound canisters that can be retailed at from ten to 15 cents apiece. The product is also packed in bags, resembling tea-balls, in boxes of 25 and 50 bags, retailing at about 25c. and 50c.

To introduce the drink to members of the New York food press and radio world, samples were given them last Summer, both of the packaged items and iced matte, the latter delivered to them in frosty glasses from the Schrafft kitchens one hot day at noontime.

Green tea shipments from the Orient have ceased because of the war. Stocks of black tea are probably sufficient for the moment. But there's evidence of growing acceptance of matté in North American markets, because of its low price and the assurance of steady supplies.

"Twice as Much . . ."

An advertising man's hashish dream concerns the customer who pays good money to listen to a product's sales story. This happy state was achieved recently when Pepsi-Cola Co. installed 50,000 phonograph records in as many juke boxes throughout the land. By dropping in a nickel, music-lovers could hear the famous jingle, "Pepsi-Cola hits the spot, Twelve full ounces, that's a lot," etc., precisely as they hear it on the radio for nothing.

Of course the records have more fancy touches by a band, and more verses than the spot radio version, but essentially customers are paying for an ad. Nickels are split between the juke box owners and the saloonkeeper, druggist, etc., to whose establishment the coin-in-a-slot machine is rented. P-C furnishes the records free—it's a pleasure. Currently 100,000 more records are on order.

Get Your Quota of Pleasure With This Whiskey of the "Flavor Years"

When it's time to "take it easy" ... after that tough prospect has finally been signed, or that steep sales quota is in the bag...treat yourself to the whiskey that hits a new high for taste enjoyment... ANCIENT AGE. Aged-in-the-wood just twice as long as most whiskies...mellowed at leisure by these extra "Flavor Years"... ANCIENT AGE makes the most grand and glorious highball or cocktail that ever graced a glass. Try it today! EIGHT YEARS OLD

THE WHISKEY OF THE "FLAVOR YEARS"

A de luxe blended straight whiskey, 86 proof. The straight whiskies in this product are 8 YEARS OLD.

Also available at 5 years old

Kentucky straight Bourbon Whiskey. 5 years old. 90 proof. Schenley Distillers Corp., New York City.

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Sales Management

VOL. 50, NO. 3

FEBRUARY 1, 1942

CONTENTS

Advertising	
Advertising Under Arms	22
Good Industrial Advertising Helps Men and Plants Fight This War Use of Trade Terms in Advertising Only Double Talk to the Housewife—a SALES	57
MANAGEMENT-Ross Federal Survey	18
What Is "Unfair Competition?" 348 FTC Orders Answer	40
General	
Increased Shortages, Rationing and Price Controls Keynote NRDGA Meeting	63
New Books Recommended for Marketing Men	56
NFSE Joins Up to Sell Defense Stamps, Bonds	21
Significant Trends	15
War Forces Many Changes on the Sales Front	46
Man Power Problems	
Attention: Companies That Are Being Forced to Release Salesmen; Companies That Are Now Recruiting Salesmen	2.5
Publishers Sweat to Meet Demands of War Workers for Technical Books	35 48
Ten Rules for Prolonging the Life of Your Car and Ten Rules for Prolonging	-10
the Life of Your Tires	36
West Coast Life Finds Aptitude Tests Cut Agent Turnover Based on an interview with W. L. Hardy, Home Office Manager, West Coast Life Insurance Co., San Francisco	60
Will Salesmen Be Able to Get Priority on Tires for Their Cars?	58
Markets	
If You Want to Sell the Army, Paste These Facts in Your Hat	44
Product Design	
Designing to Sell	64
Sales Policy	
The Sales Manager's Job in England Today Based upon interviews with British sales managers by W. K. Fudge	24
Departments and Services	
Advertising Campaigns	32
Comment	82
Media and Agency News	68
News Reel	17
"Quarter Ahead" Effective Buying Income	74
SALES MANAGEMENT High-Spot Cities	75
SALES MANAGEMENT'S Future Sales Ratings	72
Scratch-Pad The Human Side	
Alle Addition Characters and the contract of t	- 4

Notes from the Managing Editor's Desk

Because of the demand for millions of skilled and semi-skilled factory workers, strange things have been happening to the publishing business. The fact-hungry millions are trying to cram two years' education into a few hours, and hence they're howling for technical books and simplified texts and "how to" books of all kinds. See "Publishers Sweat to Meet Demand of War Workers for Technical Books," page 48.

The Third New England Sales Management Conference, held in Boston a fortnight ago, was the largest meeting of sales executives and salesmen ever held in that area. While many "vertical" industry conventions and fairs and trade shows are being canceled this year, most of the "horizontal," or all-industry meetings are to continue, and we predict all will have heavy attendance. The problems brought about by America's entry into the war have suddenly heightened the interest of many sales executives in what's going on in other industries. The New England meeting was really a working meeting, with the delegates demonstrating clearly that they were there seeking specific information about pressing marketing issues. Make a note: The American Management Association Marketing Meeting will be held in New York the first week in March, the National Federation of Sales Executives meeting in New York in June. Both should be on your calendar.

A. R. HAHN



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"YESSIR!-MAIL FROM 46 STATES TODAY!"

• Every 50,000-watt station, we suppose, gets mail from a very wide area. So, here at WHO, we don't get exactly excited even when we receive letters from such distant places as Timbuctoo and the Antipodes.

But it does seem significant to us that WHO draws a good deal of mail—regularly—from practically every State in the Union.

What's the significance, you say? Well, for one

thing, it indicates on a grand scale the overwhelming preference that our power and personality MUST give us in Iowa Plus. Since we compete favorably with other 50,000 watters, hundreds and, yes, thousands of miles away, it's a cinch that we're competing even more favorably with other stations a few dozens of miles away!

Power and personality. That's a hard combination to beat. And nobody does beat it in Iowa Plus—either singly or with any other kind of "combination"! Let us prove it with actual figures!

TOTAL PLUS! +

DES MOINES . . . 50,000 WATTS
J. O. MALAND, MANAGER

FREE & PETERS, INC. National Representatives



BUSINESS AS UN-USUAL

▶ Whiskey from an eye-dropper versus the hearty "help yourself" may seem like an over-dramatic exaggeration — but it's symbolic of the re-adjustments we all face, business as well as social. Not the least of these re-adjustments is the wartime efficiency required in spending advertising dollars.

A concentrated national audience with the purchasing power for unrestricted goods, or the intelligence and interest to appreciate the aims of companies concerned with the nation's war production is a *must* for every advertising man. Such an audience, numbering more than 500,000 of the nation's most alert, intelligent families is reached through Newsweek.

One reason for Newsweek's high standing among America's leaders is tersely stated by Donald M. Nelson, new War Production boss, who writes, "Newsweek capably handles the job of keeping America informed

on all subjects." This "capability" is the result of the most advanced editorial formula known to modern journalism... that helps half a million of America's most influential families keep their news visions sharpened despite the confusions and contradictions of the days.

No wonder, then, that Newsweek has changed executive reading habits . . . and stands out today as

ADVERTISING'S NO. 1 WAR-TIME BUY

P. S. Newsweek's 1941 ad revenue (more than two and a half million dollars) is up 44% over 1940 . . . largest gain of any magazine grossing more than \$1,000,000. (P.I.B.)



Significant Trends

As seen by an editor of Sales Management for the fortnight ending February 1, 1942:

Get in the Scrap

THE FRONT COVER THIS ISSUE carries a message of extreme importance to every marketing executive, for unless more scrap is dug up, shortages will be even more critical than they need be. Incidentally, the purists on the SALES MANAGEMENT editorial staff point out that the last line should read "Get it back into war production." If the grammatical lapse may be traced to the extreme busyness of Washington war workers, they should be excused. After all, getting back into productive use huge scraps of metals, paper, old bags, and rubber is far more important than whether one uses "in" or "into."

Very few people who have not made an exhaustive study have any idea how critical the shortages are, or how much worse the situation is likely to become. Take for example the single product, alcohol. The other day we saw a list of drugs, toilet goods, and grocery store products which will be affected by the shortages in alcohol—and it was a list of scores of our best-known, best-advertised articles.

Most, if not all, of these articles will continue to be made-but the formulas will have to be changed and the copywriters will have to develop new talking points. A recently conducted survey, which will be dramatized in Pictograph form in the February 15 issue, shows that 48% of the people believe that substitutions which may become necessary as a result of critical shortages will lower the quality of the manufactured product. Perhaps these other materials will improve the product, but there will be sales resistance unless the manufacturer finds ways and means of making the changed product seem as desirable as the old.

Take the example of a coffee manufacturer who has driven home the virtues of vacuum-packed coffee, packed in tins. Tin cans will be out, and the coffee manufacturer will choose between several other methods of packing his coffee—such as in glass jars or in paper bags. Finding the acceptable substitute will probably be much easier for him than reselling the public which has learned to believe that vacuum-packing is important,

America's steel mills will turn out less steel than they did in 1941 and civilian consumption of this basic material will have to be cut more drastically than was previously expected. At least this is the considered opinion of steel company executives who have been surveying the scrap situation. "Unless we get a bigger supply of scrap, and quickly, we will have to curtail our operations," so they say.

Every American business organization has a chance to help itself as well as helping the Government by joining wholeheartedly in this drive to get more scrap material. You-and you-and YOU have old material which you will never use (and which you probably will not know you have until you look around) which the Government can use in winning the war-and which will help to relieve the shortages so that you can get the new materials, or at least a higher percentage of them, that you need in running

For example, take a look around at the accumulation of old catalogs, old copies of house organs, advertising literature, forms no longer used, and similar materials which are gathering dust in the stock room and which you probably don't know you have. SALES MANAGEMENT

editors can speak feelingly on this subject because we had a house-cleaning last week and found more than a ton of printed materials which were of no earthly use to us, but which will help Uncle Sam.

Try it yourself-and it may make you more modest in your next ordering of material. Most of us are much more likely to find an excess rather than a shortage when we review the orders we have placed for promotion materials.

Keeping the Salesmen Rolling

A LARGE FOOD COMPANY LAST WEEK sent out orders to its more than two dozen branch managers and its more than 100 sales supervisors telling them to put in dead storage by February 1 all of the company-owned cars The company feels that which they had been driving. keeping its salesmen motorized is one of its most important 1942 "musts" and their attitude is, "Our managers and supervisors can take a bus or walk."

So far as tires are concerned, it is certainly best to assume the worst for the time being and watch the turn of coming events in the Pacific, rather than announcements of domestic-rubber plans here as the tip-off of what lies ahead. If the threat against Singapore is successfully met, the outlook for tires may brighten. On the other hand, unbroken Japanese successes might result in a scorched earth policy of the Dutch and British which could put an end to supplies of natural rubber for many years to come.

One of our subscribers passes along this idea for getting more tires to use on salesmen's cars—an idea much less drastic than the one instituted by the food manufacturer. His idea is substantially this: That those organizations which have a buyer's market, and where selling is an absolutely necessity today, can easily prove to their office workers, perhaps also to their factory workers, that unless the salesmen can sell, the office and factory jobs will dry up—that these salesmen have to have cars in order to make the necessary number of calls, that under the present rules and regulations they cannot get new tires. "Therefore, Mr. Officeworker, sell us the tires from your car so that

FOR EA	CH UNIT	PRODUCE	D IN JUN	E 1940	
SHIPS	AIRPLANES	LOCOMOTIVES	RAILWAY CARS	MACMINE TOOLS	
WE BUILT IN NOVEMBER 1941					
	1			1	
	1			***	
	1		2.52		
3.,	3.84	€ 3.32		PICK	

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our business may go on." Our subscriber thinks that the kind of a sales manager who can run a rousing pep meeting for salesmen which will make the salesmen go out and die for dear old Whoozit, can also fire many office workers with a zeal to keep the business going even if they have to take a bicycle or walk.

Or they might go back to the old horse and buggy. But, as Business Week points out, that won't be so easy. Just before the last war, total horses on farms hit a high of 21,431,000 head, but today the figure barely tops

Help Kill the Vinson Bill

ADVERTISING WOULD BE DEAD with manufacturers engaged in defense contracts if House Resolution 5781 should be passed-and according to well-posted Washington observers the bill may pass unless Congressmen are told

by their constituents why it should not pass.

Representative Carl Vinson of Georgia is author of the bill which is directed at companies having defense contracts; the purpose of the bill is to limit profit on defense contracts to 7%. It specifically names ten items of expense which cannot be used in computing costs.

"Advertising and Publicity expense" is one.

Thousands of companies will in 1942 and 1943 devote up to 100% of their capacity to war contracts, but under the bill advertising costs could not be included in overhead and could not be deducted as sales expense when figuring costs on defense contracts. Advertising is vital to the future life of the business of those companies-and vital to the welfare of the country in building up a backlog of consumer demand for the post-war emergency. companies should be permitted to keep alive their good will, recognition and trade name and to publish service information for the benefit of their old customers. To cut off their advertising, as this bill would attempt to do, would unfairly penalize these companies and hamper their efforts to prepare for the ultimate return to normal peace-time business.

Furthermore, the bill holds a potential threat to all business, for once advertising costs have been prohibited as a legitimate business expense, all promotion costs in all businesses would be subject to question by regulatory groups.

This is urgent. Protest the Vinson Bill-HR 5781-to

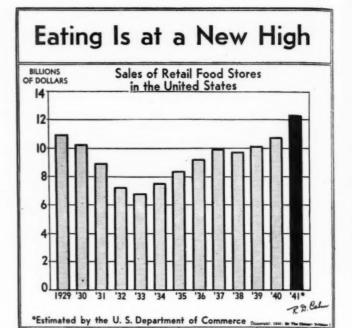
your Congressman at once.

Significant Shorts

National Income in 1941: The Government announced on January 21 that the national income in 1941 was \$92,200,000,000 or an average of \$693 per person. Wages and salaries counted for \$48 billions, manufacturing industries for \$26.6 billions and military expenditures \$15 billions. . . . SALES MANAGEMENT'S estimates, printed in detail in the forthcoming April 10 Survey of Buying are slightly lower than the Government estimate. We place 1941 income at \$91,112,000,000.

NFSE Gets Behind Bond Sales: The idea expressed on SM's front cover for January 1—that sales organizations "enlist" to sell defense stamps and bondshas been taken up by the National Federation of Sales Executives. Plans are under way to mobilize the services of members of its 50 affiliated clubs throughout the country.

Advertising in 1942: Your lawyer or your accountant should be able to give you good advice about the 1942 advertising appropriation, for budgets should be set in the light of the net cost of the advertising (with tax benefits reflected) as well as on the basis of what the



advertising is supposed to accomplish this year and in years

Consumers Union's Statement: Consumers Union, whose president blasted away at advertising over the CBS network (see SM, page 47, January 15), when he said among other things, "We feel that advertising has by its frequent abuse stressed inconsequential values, brought a false perspective as to the merits of products, etc., etc."-nevertheless finds that advertising and other forms of promotion are essential in its business. The statement of income and expenses of Consumers Union of United States, Inc., for the period June 1, 1940, to May 31, 1941, shows that promotion department expenses were 30.2% of subscription income. Very few of the products whose prices, according to Consumers Union, are exceptionally high because of "wasteful" advertising expenses, have a promotion cost anywhere near as high as 30%.

Conventions and Shows: SM reporters who have covered December and January conventions and trade shows report declining attendance for those of single-industry vertical groups, but greatly increased attendance for horizontal groups. Businessmen today, even more than ever before, realize that they may pick up worthwhile ideas from men in other industries. For example, attendance at last month's New England Sales Management Conference was far ahead of any previous meeting.

Will Supers Decline?: Automobile travel has already started to taper off and 1942 civilian mileage may drop as much as 35% below the 1941 level. This will make it tough on roadside stands and restaurants, and may severely cut into the volume of super-markets. The small independent neighborhood dealer—such as the one who took over the lease of the clerk-service store which A & P gave up when it concentrated on supers-may be the whitehaired city grocery boy of 1942.

Where Income Will Go: A survey made at the end of 1941 by Daniel Starch and Staff indicates that two out of five families with added income will put the additional money into savings, securities, and insurance; that one-third will invest in homes, make repairs, buy real estate or house furnishings. A better standard of living, travel, vacations, luxuries and amusements were mentioned by only 11% of the families.

SALES MANAGEMENT



Rassweiler



Houghton



Townsend



Searle

DR. C. F. RASSWELLER has been named a vice-president of Johns-Manville Corp., N. Y. He joined the company last June as director of research and development activities. Before that he was with E. I. du Pont de Nemours & Co. He will continue to head this department, which is now largely devoted to converting the firm's production to war uses.

HARRY E. HOUGHTON is appointed merchandising consultant to the Federal Security Administrator, Paul V. McNutt. For the past five years Mr. Houghton was general sales manager of Brown Co.; before that vice-president of Geyer, Cornell & Newell and Sherman K. Ellis, N. Y. ad agencies. Daniel G. Townsend moves up to wholesale sales manager of Sheffield Farms Co., N. Y. dairy firm. He joined the company in 1928 when the parent National Dairy bought Keystone Dairy of New Jersey. He was general manager and secretary of the latter. Most recently he has been general manager of Sheffield's New York City branch.

F. GLADDEN SEARLE joins Crown Can Co., Philadelphia, as director of sales. Twenty-two years ago he started with Continental Can Co., N. Y., as a salesman. Rising through the ranks, in 1936 he was made vice-president in charge of sales and advertising, which post he now leaves.

NEWS REEL



Blanke



Hosking



Rodgers



Cutting

DAVE BLANKE is named manager of the state stores division of Seagram-Distillers Corp., N. Y. He is one of the company's oldest employes in point of service, joining in 1934, four days after it was formed. Most recently he has been Michigan state manager.

ARTHUR N. HOSKING, JR., is elected vice-president in charge of sales of John B. Stetson Co., Philadelphia hat company. Dale Purves and Alfred E. Hodshon are now vice-presidents in charge of production and research.

CLARK L. RODGERS is appointed eastern sales manager of Owens-Illinois Glass Co., Toledo, succeeding the late Paul Muller. Mr. Rodgers, who was formerly manager of the New York branch office, will be succeeded in that position by James W. Colbert, manager of the company's liquor ware and wine bottle division.

HAROLD B. CUTTING has been appointed sales manager of Dorothy Gray, Ltd., N. Y. For the past 19½ years he has been with Richard Hudnut, most recently as assistant s.m.

Photograph of Mr. Searle by Kaiden-Keystine; Mr. Hosking, by Bachrach.

Use of Trade Terms in Advertising Only Double-Talk to the Housewife

I.E.S. might just as well be B.V.D. for all it conveys to women, while F.O.B., when it means anything at all, is likely to mean "free freight"; jewels in a watch are "little nails or screws," and FM means "Federal something or other." This latest of the series of SM-Ross Federal surveys shows that to a large percentage of your best prospects you talk a meaningless mumbo-jumbo in your ads.

BY PHILIP SALISBURY

Executive Editor

ROM the advertising pages of one December issue of a national weekly SM editors picked out 15 trade terms or abbreviations and then asked Ross Federal Research Corp. to have its field workers show them to representative middle-class women and find out what—if anything—the terms mean to consumers.

The answers reveal that national advertisers and their agencies are running a lot of gibberish in with those words or paragraphs of their copy that make sense to the housewife. As a New Haven woman remarked (in connection with I.E.S.) "That's something I've always wanted to know, but no one ever told me."

The answer that would have taken the prize, had we decided to bestow one, would have gone to an Atlanta woman under 35 who said about AC-DC, "After Christ—that's all I know." A Chicago woman, perhaps because of her preoccupation with the War, defined I.E.S. as "International Espionage Society." She should have had second prize; while third might have gone to a Newark housewife to whom vacuum-packed means, "It has no juice—it's all corn."

But before you split your sides laughing at these funny answers and others that follow, just remember these two points: You probably can't define

all of the terms correctly, and, more important, it's not the woman's fault if she doesn't understand trade terms. It's the advertiser's fault for assuming that terms and abbreviations which are clear to him are equally clear to his prospects. You may not be using in your own copy any of the generallymisunderstood terms which show up in this survey, but you're probably using some others which are just as We all make those mistakes. For example, SALES MANAGEMENT editors may take too much for granted when they use the letters SM and assume that readers understand that they refer to SALES MANAGEMENT.

Perhaps you'd like to try yourself out on the terms which were shown to the women. What do the following mean? F.O.B.; C.O.D.; I.E.S.; AC-DC; 90 proof; 6.00-16; FM; No. 1 can, No. 2, No. 2½; jewels in a watch; list price—net price; vacuum-packed; plus carrying charges; sterling silver and solid silver plate; 18-karat gold.

The Ross Federal interviewers (women, on this job) worked in middle-class neighborhoods in Albany, Atlanta, Chicago, Newark, New Haven, Philadelphia, Richmond, and Springfield, Mass., making a total of 400 calls, equally divided among housewives under 35 and over 35 years of

age. More than three-quarters of the interviews were with the housewives in classes B and C homes, where rentals were from \$50 to \$70 monthly, and incomes from \$2,250 to \$3,500. They were told that they were going to be asked some questions about advertising terms and that "your answers will help greatly to make advertising more understandable and more valuable to you and to others."

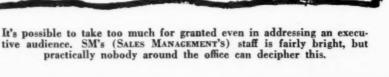
The interviewers were instructed to "ask all questions exactly as they are written, and record the complete answer exactly as given." Consequently if a woman said when asked the meaning of FM, "I guess I'm just plain dumb," that was the way it was recorded on the survey form.

F.O.B.—What Does It Mean?

To most women it does have something to do with freight. "Freight on board" was the identification offered most frequently. Only 7.3% gave the correct "free on board" answer, and only a tenth of that small fragment could explain what it really meant. Then 51.1% made an incorrect identification, and 41.6% said, "don't know." A number of those who failed to identify the abbreviation correctly nevertheless understood what it meant, and a reasonably correct explanation was offered by 52 of the 400 women.

Obviously women have seen the term most often in automobile ads, as indicated by such typical responses as, "Refers to financing on cars," or "Something about Detroit," or "That is the price from Detroit." Some confused it with other phases of automobile selling—like the Atlanta woman who said, "It's the price without all the fixings."

See these COE values as well as the complete GMC line! . . . All prices f. o. b. Pontiac—Time payments through our own Y M. A. C. Plan at lowest available rates





Several who knew what the initials stand for offered an explanation which was at the opposite pole from the truth, such as "Freight free from the factory," or "Free freight to any point."

Sample nitwit answers include "If no one is at home," "means it's already paid for," and "Federal Office of Bet-

ter Business.'

C.O.D.-What Does It Mean?

This is the one trade term which practically all women understand. It was correctly identified by 96.0%, and their explanations of its meaning, while varied, proved that most of them are quite accustomed to paying on delivery. Women over 35, quite understandably, were slightly more familiar than their younger sisters.

I.E.S.—What Does It Mean?

Not a single housewife out of the 400 correctly identified this as standing for the Illuminating Engineering Society! Yet for years these initials have been used in ads for lamps, and it would seem to be obvious that women would have greater interest and greater confidence if they knew what the initials meant. Nearly a quarter of the respondents indicated that the ads have registered to some extent, for they volunteered the information that the initials had something to do with lamps or electricity, and 17.2% knew that it is some sort of standard of value in lamps.

Many connect the term with Electric Service, and believe that the first word is International, Interstate, Industrial, or Illinois. Several said that it meant the same as the symbol "i.e." One very knowing Springfield woman said, "It's the Latin abbreviation meaning 'therefore'," and several said that it was one of the many government boards.

The plight of the one-quarter who remembered seeing it in connection with ads about light was exemplified by the young woman in Newark who said, "I know it has something to do with better lighting but the initials mean absolutely nothing."

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AC-DC

Only 35.5% of the women understand the meaning of these abbreviations, but perhaps that may be explained by the fact that only in a few large cities is there more than one kind of electrical current, and to women elsewhere knowledge of the meaning of the terms might be classified as useless information. However, in cities containing several million women there

are the two types, and it is the efore important to makers of electric appliances that these women understand what they are talking about when they use the abbreviations.

To an Atlanta woman "one is electric current while the other comes from batteries," and to a Philadelphia over-35 housewife, "DC is District of Columbia, and I don't know what the other is." Obviously she doesn't.

In connection with the abbreviations commented upon in the preceding paragraphs, the respondents were asked, "What do the following initials stand for, and what do the terms mean?" Consequently the responses were not aided by association with any product or industry. In the following questions leads were given which should have helped to produce a higher percentage of correct answers.

90 Proof Liquor

This was the question, "In an advertisement for an alcoholic beverage the term '90 proof' was used—what does 'proof' mean in connection with liquor?" Only one woman made a precisely accurate answer—that it meant it was 45% alcohol, that proof is always one-half. However, 39.5% gave the reasonably correct reply that it had to do with the alcoholic strength. Next, 44.6% gave incorrect definitions, and 15.9% had no idea. One woman said, "It's the strength of alcohol in the nasty stuff."

alcohol in the nasty stuff."

To many, "proof" has to do with purity, to three women 90 proof means aging 90 days, to one it is 90% liquor and 10% "some other liquid," and a Richmond woman reduced it to the very simple, "90 proof means it is ten less than 100." Liquor advertisers should be glad to learn that their copy has registered so effectively with her. The great majority of incorrect definitions were along the line of 90% alcohol.

What Does FM Mean?

The question gave them a lead: "In a radio advertisement the initials 'FM' are used—what do they stand for and what do they mean?" Nearly one-quarter (24.5%) made a correct identification, but only 15.7% could offer

Poor Mrs. Consumer! It was only last Sunday that her husband nearly died laughing because she thought SPAB was a delicious blend of ham and shoulder meat . . . and now the survey man has to turn up and humiliate her by exposing her ignorance of what the abbreviations in those ads really mean. A lot of know-it-alls! Why don't they take time occasionally to explain?





"Whoa, Silver! Damn it, whoa!"



anything which remotely resembled a correct explanation of what FM really is. Most women — 73.2% — simply said they had no idea what the initials stand for. Among the braver ones who thought they knew, or merely made a stab so as to seem less dumb before the interviewer, the most frequently occurring wrong answer was that it was "Federal something or other."

One woman was positive that it is a radio which can be heard five miles, a few "knew" that it had to do with a food product, one was sure that F stands for "foreign." A young New Haven woman told us that they are the initials of a sponsor-Fred Allen's she thought, but she admitted she wasn't sure; while from Newark came the "it's something hard-to-understand, "it's something with a man in it." To another it is "free movement." A Richmond matron was snappy in her answer, "I know it's one of the many Government bureaus, but for the life of me I can't tell you which one.'

Well, FM is relatively new, and perhaps the makers and stations have done all that might reasonably be expected —to make a quarter of the middleclass women understand that it is an abbreviation for frequency modulation, and to drive home to nearly 16% that it means a radio broadcasting and receiving circuit which eliminates static and interference. Certainly they've done better, both relatively and actually, than many an older industry, but much still remains to be accomplished if they wish to have universal understanding.

What's a 6.00-16 Tire?

Women were asked, "In a tire advertisement the figures '6.00-16' were used—what do they stand for, and what do they mean?" Very few of the women offered a precisely accurate answer, but 62.7% knew that it referred to the size of the tire, 12.7% offered completely erroneous explanations, and 24.6% said they didn't know. Among the definitions offered were: "Width of treads," "serial number," "16 ply," "size of the car," "per cent of rubber used in the tire," "a tire 16" thick," "the date number of inspection," "amount of air," "guaranteed for 6,000 miles," and "only 6.00% good." A forthright Newark woman spoke for many when she said, "You've certainly got me there, lady."

How Do Number 1, 2, $2\frac{1}{2}$ Cans Differ?

The question: "Food products are packed in various sized cans called Nos. 1, 2, 2½, etc.—approximately how much does each can size contain in ounces, pints, cups, or other measuring unit?"

Perhaps women shouldn't be expected to know very much about tire sizes, but it's certainly someone's fault if they don't know the meaning of can sizes. In scoring the answers to this question the tabulators insisted upon complete accuracy, and only about 1% passed the test; 77% made incorrect statements, and 22% had no idea. Unless you are an executive whose company packs something in cans you probably don't know the correct answers, either, so here they are:

No. 1 can: $9\frac{1}{2}$ fl. ozs., or about $1\frac{1}{4}$ cups. No. 2 can: 1 pt. 2 fl. ozs., or $2\frac{1}{4}$ cups. No. $2\frac{1}{2}$ can: 1 pt. 10 fl. ozs., or $3\frac{1}{4}$ cups.

The respondents were also asked whether a No. 2 can contains twice as much as the No. 1 can. Technically it doesn't, as shown above, but it is near enough so that the 47.3% of women who answered "Yes" should be given credit for knowing what they were talking about. Thirty-two and four-tenths per cent said "No," and 20.3% had no idea.

What Is a Jewel in a Watch?

When asked, "Advertisements of watches often refer to the number of 'jewels'-what is a jewel in a watch, and what is its purpose?," a surprisingly high percentage-42.2-made a correct identification, as against 28.9% incorrect, and 28.9% don't knows. However, only a third of those who knew that it was a ruby bearing could offer a reasonable explanation of its function. But as was true of so many other trade terms,, correct explanations of use were given by a considerable number of those who made an incorrect identification. One-quarter of the panel of 400 women seemed to understand the purpose of jewels.

Among the cockeyed responses were: "Number of movements," "the nails and screws," "hold the insides of a watch together," "a screw," "refers to karats," "something in the back of a watch," "number of little things that turn around," "same as a wheel," "a brooch in the watch," "how many works it has," "it only beautifies the watch."

A fairly typical answer was, "All I know is that the better the watch the more jewels it has." Proof that this is a typical response is to be found in the answers to a sub-question which the interviewers asked, "Is any 17-jewel watch better than any seven-jewel

watch?" The correct answer, of course, is "No," but 93.4% of the women answered "Yes."

List Price and Net Price

"What do the following terms mean—list price, net price?" Perhaps no two marketing executives will agree on a precise definition of these terms. The Ross Federal tabulators used "published or catalog price" for list and "actual price paid by customer," for net, and on this basis 39.2% correctly defined list, and 63.8% correctly defined net. Respondents were then asked whether, generally speaking, there is any difference between the two terms, and 87.6% said there is. Then those who believe there is a difference were asked, "which is higher?" Exactly two-thirds of them said the list price is higher, but some of the bright ones qualified the answer by pointing out automobiles as an exception to the general rule.

A rather startlingly large number of women have the idea that the list price is the price at which an article is *supposed* to be sold, while the net price is what you pay for it after haggling and the winning of one or more special discounts. To put in the words of several respondents, "the net price is a cut rate price." Many women confuse net price with net profit.

What Is "Plus Carrying Charges?"

The women were asked what is meant or included in the term "plus carrying charges," and 76.5% had a reasonably accurate idea—that it includes interest, insurance, handling investigating, collecting and similar costs added to the merchandise price when purchased on deferred payments.

One conclusion which may be drawn from the fact that the two best-understood trade terms seem to be C.O.D. and Plus Carrying Charges is that retailers have done a much better job than national advertisers in making housewives understand their advertising copy.

Sterling Silver vs. Solid Silver Plated

The question asked was, "What is the difference, if any, between Sterling Silver and Solid Silver Plated?" A correct explanation of sterling was given by 56.0%, 12.9% an incorrect one, and 31.1% had no idea. The tally on solid silver plated was substantially the same. The replies show that many women consider sterling as a trade name like Kodak or Ipana, and that it isn't necessarily associated with

quality or quantity. As a Chicago woman put it, "Sterling is just a make or name. Plated has more silver." Another argued that sterling is thinner than solid silver plate, and consequently less valuable. Many said that there was no difference, or little difference.

A fairly typical reply, and one which silverware manufacturers might well ponder over, is this, "I don't know, except that sterling is quite expensive." That doesn't seem to be sufficient knowledge to induce very much buying of sterling in middle-class homes.

18-Karat Gold

Most women — 67.1% — seem to realize that this is a standard of fineness indicating degree of gold content, but few of them know how to

NFSE Joins Up to Sell Defense Stamps, Bonds; So Does John Morrell

National Federation of Sales Executives will enlist the services of the members of its 51 affiliated sales executives clubs to aid the U. S. Treasury Department's Defense Savings Bond program in the effort to install payroll allotment plans in all companies throughout the country.

Combined membership of these sales executives clubs exceeds 5,000 representing practically every industry, and comprises the men who are responsible for the sales efforts of private enterprises in normal times.

William K. Doggett, assistant vice-president of Irving Trust Co., New York, has been appointed chairman of the Federation's Defense Bond Committee.

John Morrell & Co. will give ten-cent Defense Savings Stamps to every school boy and girl in the cities in which the meat packing firm has plants—Topeka, Kans.; Sioux Falls, S. D., and Ottumwa, Iowa,

According to T. Henry Foster, Morrell president, the company has secured 30,000 booklets and will paste a ten-cent stamp in each "to start the ball rolling. We expect that the boys and girls will be sufficiently interested to fill their books with stamps and 'lick the enemy by licking stamps.'

"If industries throughout the country will similarly 'adopt' a school, they can at a comparatively small cost inculcate the virtues of patriotism and thrift." use it as a measuring rod. To a considerable number 100 is par, and 18-karat therefore is rather inferior. Many of those who consider 18-karat a high rating offered such explanations as: "A lot of gold," "pretty good gold," "very expensive gold."

What Is "Vacuum Packed?"

The respondents were asked, "Many items are advertised as being 'vacuum packed'—what does this term mean?" Of the women 38.5% gave a correct definition, 58.0% an incorrect one, and 3.5% said, "don't know." Most of the women associated the term with air, but to approximately half it seems to mean that the air has been sealed in instead of being completely removed. One woman proved her point by saying, "It contains air inside because when the can is opened there is a hissing sound."

Another woman offered as a definition, "It has no juice—it's all corn." More representative than that reply were these, "keeps foods fresh," "cans sealed under sanitary conditions," "somehow air has been removed," "air is compressed in the package."

Most women have a vague idea that there is some advantage in vacuum packing, but they don't know what it is. Typical of those with such vague ideas is the Springfield woman who replied, "All I know is that the goods last longer."

What Should the Advertiser Do?

This survey on housewife knowledge of frequently used trade terms was an interesting and amusing one to conduct and digest, but it should be *more* than just interesting and amusing to manufacturers and agencies. If you classify these women as one of them classified herself, "I guess I'm just plain dumb," you must bear in mind that they were representative middle-class women. Perhaps women in higher economic groups might show greater familiarity with some of the terms, but it is also probable that most women in poor families would show less knowledge.

This lack of knowledge of trade terms—and it is especially true of those terms which are supposed to be talking points for the merchandise—is bound to have a deterring effect on buying. If women really knew the meaning and the adventages of I.E.S., 90 proof, FM, vacuum packed and sterling, they would surely be more anxious to have products which are associated with these terms. If they lack that knowledge it isn't their fault, it's the manufacturer's.





Unusual advertisements from many sources which show how advertising is changing under the impact of war.

Warner & Swasey are directing both sales efforts and advertising to one end: That of showing customers how to get more out of equipment they already have. Because of the enormous amount of interest among business men in the problem of what to do with salesmen under present conditions, the headline has an extraordinarily high degree of attention value.



You can expect to see more important advertising messages sponsored by industries whose facilities are vital to the war program. The railroads here quote figures to show how much bigger the freight-carrying job is today than it was in 1917. From the Pittsburgh *Press*.



Current trade paper advertising of Westgate Sea Products asks understanding from dealers who cannot get stocks. 1942 is going to be a year in which a terrific amount of patient explaining will have to be done to maintain good will.

SUGAR HOARDERS!

The Star Markets will pay 10° a pound for all granulated sugar in good salable condition. Bring it in to your nearest Star Market today! This sugar will then be promptly sold at $6^{1/2}$ c per pound [Today's] to customers who are without sugar!

WATERTOWN

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ducts

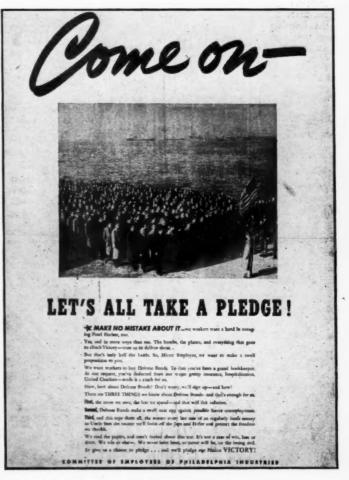
tocks. nount ntain

SOMERVILLE

An eastern retailer takes a sock at the hoarders—and demonstrates sincerity by offering a service in which he will lose money on every transaction. "Hoarders," says the advertisement, "have deprived patriotic Americans of their rightful supply (of sugar) . . . have made it impossible for mothers to pre-pare even simple dishes for their young children. Americans-is this the way we're going to face the future together—is this the way we're going to uphold a noble heritage of unity and democracy?"

From the Boston Herald.





Labor, too, is beginning to use advertising to do "institutional" selling. United Aircraft Engine Workers, Inc., bargaining agent for Allison workers in Indianapolis, report to the public a nine-months' perfect record—no strikes nor threats of strikes, no man-hours lost from vital defense production. From the Indianapolis News.

A "Committee of Employes of Philadelphia Industries" not only guarantee to buy Defense Bonds themselves, but they give three sound reasons why all workers should do so: "First, the more we save, the less we spend—and that will lick inflation. Second, Defense Bonds make a swell nest egg against possible future unemployment. Third, and this tops them all, the sooner every last one of us regularly lends money to Uncle Sam the sooner we'll finish off the Japs and Hitler and protect the freedom we cherish." From the Philadelphia Inquirer.

The Sales Manager's Job in England Today

Under England's severe rationing system the sales manager concentrates on the twin jobs of turning down business tactfully and keeping brand names alive for the future.

Based upon interviews with British sales managers

BY

W. K. FUDGE

(EDITOR'S NOTE: The problem of selling in England today—or non-selling, which is a more accurate term—is being repeated here in "hard goods" consumer industries, and will spread to many other products if the war is a long one. How the London sales manager runs his job is therefore a possible blueprint for American sales managers at some future date.)

London, by Clipper

Suppose you are a British sales manager with a list of 5,000 prime customers and prospects—and you wanted to keep alive a practice of many years' standing by sending each one a 1941 Christmas greeting in the form of a calendar or a diary.

Would the British Government have allowed you to do it?

Oh, yes, you would have been perfectly free to do it—that is, if you were smart enough to make 56 pounds of paper cover calendars or diaries for your mailing list of 5,000.

Under the Control of Paper (No. 36) Order of 1941, no company, large or small, can distribute calendars or dairies the aggregate weight of which exceeds 56 pounds. This Control Order which went into effect last Nov. 12 virtually bans all mail publicity, and automatically creates a still greater demand for the already limited space in newspapers and magazines.

Good-looking stockings are considered morale-builders. Stocks of silk stockings were made available for Christmas, two rationing coupons being required for a pair.

The paper shortage is so acute that all forms of greeting cards are forbidden. The order also limits any poster to 1,200 square inches in area, and absolutely prohibits all kinds of handbills, dummy cartons, cutouts and similar display material.

The few exceptions, in addition to the 56-pound ration of paper for calendars or diaries (an amount so small as to make printing costs disportionately high, with the result that most sales managers decided not to issue them), are circulars relating to auction sales, circulars describing premises for sale or rent, trade catalogs, certain types of financial offerings, and circulars relating to seeds, plants and fertilizers sent in response to requests.

But with a view to prosperous trading after the war, the large firms here in Britain are sparing no effort to maintain their good will in known and popular brands, even though in many cases such brands are out of manufacture for the duration of hostilities.

This dispatch from London might well be headed, "Non-Selling in England Today," for that describes the jobs of most British sales managers.

The successful sales manager today requires not ability to get business, but displomacy in turning it away.

When the war started, merchandising firms went forward or into reverse according to the nature of their goods. Speaking broadly, luxury lines and those goods not of vital necessity to human well-being, were the types of merchandise for which all demand had vanished. The conditions were quite different from those leading up to and during a periodical general depression of trade. When stocks and shares come tumbling in an ordinary slump, there are always those making their profits in the falling market; and there are, too, those few really wealthy folk who buy to try to support in some small measure the industries they see collapsing around them. Also there are bargain-buyers who seize the opportune moment to acquire cheaply. Too, there is the knowledge from experience that trade depressions come



Wide World



Wide World

Many temporary one-story retail shops have replaced larger structures smashed in the aerial attacks, but except in the food trades, the blitzed retailer has difficulty in getting stocks for his new shop.

in cycles, and that the boom will follow as surely as day follows night; optimism never quite disappears.

But the depression created by the Declaration of War in September, 1939, had no saving features. Nobody was making a profit, or expected to make any profit, out of the falling market in non-essential goods; people were told that it would be actually unpatriotic and against the national interest to purchase a single article they could possibly do without. And while it is general knowledge that booms often come after a war is over, this war had only just commenced, and the period of its duration was quite beyond calculation.

On the other hand, raw materials, foods, commodities, and similar essential goods, from the commencement were in ever-increasing demand.

When the war started, manufacturers stopped or suspended all advertising. Many of them sought and obtained cancellation of space contracts they would today gladly pay double rates to get back. For the only protection for the millions of goods is the continuance of publicity, even though the merchandise is at present unobtainable. The woman who has always bought a particular brand of silk stocking, unable to get it from her local shops, and never seeing the name in any of her reading matter, will very quickly forget that it ever existed.

But let her see only the name occasionally, and she will continue to sigh for the brand the war has deprived her of, and will return to that brand immediately it is again in ample supply after the war.

Right from the start of hostilities, each sales staff commenced to dwindle. In some cases men would be dismissed, but more generally they left of their own accord to join one or other of the fighting or civil defense services. Those who remained were faced with a host of perplexitiespetrol rationing restricting the use of their cars, customers removing their offices from cities to remote villages, train services disrupted by military requirements and the governmental evacuation of children, etc. Traveling salesmen arriving at a town would find their usual hotel taken over by Government, and no alternative accommodation available.

But very soon governmental action rendered a selling staff totally superflous. Foods became rationed, and practically all merchandise subject to control under the Limitations of Supplies Order. And so today every type of merchandise is "in demand," and orders are unfilled either through inability to obtain the raw materials and labor to process it, or because the permitted quota of sales has already been exhausted.

The Quota System here has evoked

much criticism, but its fairness is beyond dispute. It aims to restrict all traders, large and small, to a fixed percentage of their pre-War turnover. But sometimes it does create hardship for the manufacturer or wholesale trader apart from the restriction of his business. As an example, one warehouse in the City of London had a stock of nearly a million pairs of silk stockings. It had exhausted its quota, and had to refuse orders for several months to come. Meantime, the merchant had to go on paying the heavy premium for war-risks insurance until the date was reached when he could again execute orders. Then one night there was a blitz, and the warehouse went up in flames. Those silk stockings could have been sold, over and over again, to the retailers throughout the country. And if it had been legal to sell them, Jerry would have burnt only an empty warehouse.

From the point of view of the danger of warehouses being blitzed, the Board of Trade no doubt recognizes that much loss of merchandise could be avoided by spreading goods among the retailers; but it would be much more difficult to exercise control over countless small shops than over a few thousand registered manufacturers, merchants, and wholesalers. However, in the case of foods, the Ministry of Foods does provide for each grocery store to keep as large a stock as pos-

sible, thus spreading food storage all over the country to ensure the feeding of the population in an emergency. And the system of food rationing provides for a complete check on the trade of every retailer, even the smallest.

In the early days of the War, many firms dealing in luxury articles, and more or less totally unable to carry on their regular business, attempted to trade in those goods for which the public was clamoring. At first, these new customers naturally received a hearty welcome from the manufacturers of in-demand lines and the suppliers of essential goods, but very quickly it was realized that stocks available would not be sufficient for regular buyers, and that it would be a poor policy to supply newcomers to the detriment of old friends. And this was the beginning of the refusal to open new accounts.

Unofficial Rationing

As supplies became shorter and shorter as existing stocks were cleared, some merchants started a system of unofficial rationing of their customers, but this led to the retailer's wasting his time going from one warehouse to another and buying small quantities at each. The working of the Limitation of Supplies Order obviated this traipsing of the retailer from one warehouse to another, as wholesalers could now supply to each customer only a fixed percentage of that customer's purchases from him during the year prior to the War.

This system also had many imperfections. The retailer in an evacuation area (i.e., a district considered dangerous from air-attack and from which the children, aged people, etc., had been evacuated) would not for his depleted trade need even the permitted percentage of his pre-war purchases. On the other hand, the shop-keeper in a country town or village with its population doubled or even trebled by the influx of evacuees, would be in a quite hopeless position to make suffice the percentage allowed him of his normal peacetime supplies.

This difficulty occasioned by the ebb and flow of population in wartime does not apply with rationed food-stuffs, each store being allowed supplies based on the number of its registered customers. But in the case of unrationed goods, the position soon became, and continues to be, absurd.

In some districts tobacco and cigarettes are comparatively plentiful; but in others they are unobtainable for days at a time. People living in a dangerous zone have the consolation of being able to get their smokes much more easily—unless the area happens

to be dangerous also from the possibility of invasion, in which case the garrisoning there of a few thousand troops quickly deprives the local inhabitants of this boon.

Thus mothers, fathers, brothers, sisters, and sweethearts shop-crawl to get smokes to send to the soldier stationed in another part of the country—perhaps less than 50 miles distant. Or it may be that it is the soldier son who is able to get smokes, and sends them

home to dad! Office juniors often spend half their time shop-crawling for cigarettes for their seniors.

This difficulty in obtaining cigarettes, tobacco, chocolates, confectionery, cereal, cosmetics, and other branded goods, brings me to the importance of the sales manager's job in war-time. For each brand has a monetary value represented by the good will capitalized in it, and the sales manager, whose task in normal times would be to increase that value, has today the far more difficult one of protecting it from depreciation.

For example. A smoker for years has smoked one popular brand of cigarettes, and in normal times would never dream of buying any other. Today he gladly buys any kind he is able to get. Some popular brands disappear in localities for weeks on end. Only by judicious publicity can the manufacturer continue to maintain the superiority of his particular brand, even if he cannot supply it. For instance, one manufacturer of razor blades consistently advertises: and-so Blades Are Unobtainable" (his factory, you see, has been taken over for war-work). A chocolate manufacturer will advertise that such-andsuch lines have been discontinued for duration of the War. But the paper shortage and restrictions on all forms of advertising make it very difficult for the manufacturer to buy space or

secure any other form of publicity.

Some of the leading makers of branded confectionary and chocolates have discontinued the manufacture of certain very choice and high-class lines. announcing to the public in their advertisements that instead of lowering the high standard through inability to obtain the proper materials, they have chosen to cease making such brands until they can again obtain the ingredients necessary to maintain their brand's high degree of excellence. Usually they announce at the same time for each suspended brand an entirely new line "which will contain the most nutritious, etc., ingredients possible to obtain today." Other chocolate manufacturers use advertising space to tell the public that their milk chocolate (no longer permitted to be made) should be reserved for children while existing stocks last, because of its high nutritive value, etc. In brief, by these judicious announcements the big makers of branded chocolate have emphasized very tellingly the value and superiority of their products.

Many advertisers who at the outbreak of the War sought release from their space commitments, arguing the futility of advertising goods they did not have to sell (and in some cases goods it was actually illegal to sell in war-time) today are among the most persistent petitioners for space (which is unofficially rationed by magazine and newspaper proprietors)

and newspaper proprietors).

The task of British sales managers is to make the most of the very limited amount of space they can obtain in the press, to keep track of the firms' customers (all the time shops are being closed or sold as their owners go into various services, or are blitzed, in which case the owner probably opens up again elsewhere), to preserve good will by all and every means still available to them; and hardest of all, not to open a single new account.

Victor LeMay (left), general manager of Evans & LeMay ad agency, Fort Worth, receives the Wollner Trophy from E. H. Leiendecker, president of the Fort Worth Sales Managers Club, for "most outstanding service to the Club during the past year." The occasion was the Club's 19th annual banquet. The trophy will be awarded annually by Carl Wollner, president of Panther Oil & Grease Co.





When the Nation hurries, it turns to the telephone

THE country is making over 85,000,000 calls a day right now—local and Long Distance—and that keeps us stepping.

We've added hundreds of thousands of miles in wire and cable and tens of thousands of people to the Bell System. We are doing everything else possible to keep things going smoothly.

But, if once in a while your calls don't

go through as promptly as they did in peace times, please remember that business is not as usual with us. The telephone is tied tight into the war.

P.S. This is a good time to make just a little more certain to give the correct number and to answer promptly. The best time to make Long Distance calls is in the off-peak periods—before 10 in the morning, between noon and 2 P.M. or after 8 in the evening.

Now-more than ever before-LONG DISTANCE helps unite the Nation





Shakespeare asked: "What's in a name?", which makes me wonder if Dexter Folder Co. is nervous about a sneak-punch bombing. It is situated at Pearl River!

Martin Olsen thinks that when our flyers bring down an enemy plane or two, they are justifiably Jap-happy.

Neat parody by W. P. Rogers in a headline accompanying a photo of the ski-lift at Sun Valley: "Chairway to the stars."

Aside to Paul Weiner, of the Brooklyn branch of Chicago Curled Hair Co.: Thanks for sending me the nice leather wallet and keyper.

And a low bow to Philadelphia's Bill Jenkins for the handsome and useful vest-pocket magnifying glass.

Headline for Campbell's Soup: "One good tureen deserves another."

Allan Hovey writes that he got tired of rassling a quip out of the notion that once they called it "a priori" reasoning, but that now it is "Ah, priority." Pretty fancy quipping, Allan.

As a word-hound, there are two specific words which I have allowed to escape. One means porcelain figurines and miniatures in general . . . was used by R. H. Macy in an ad not long ago. The other means an ornament at the very pinnacle of something, like the brass eagle atop a flag-staff. Can some kind reader refresh my poor memory?

What ever became of Omar cigarettes? And who remembers a Turkish blend by R. J. Reynolds, called "Red Kamel"?

It may be a corny play-on-words, but I still think it makes a good slogan: "It's better with butter."

Leo McGivena, whose "Tell it to Sweeney" series did so much for the New York *News*, has been appointed advertising consultant for the Chicago Sun. Jerry Byrnes, of the Chicago Trib, is another hard-hitting Irishman, and we ought to see a good, clean fight . . . with typewriters at 40 paces.

Here's a late bulletin from Martin Olsen, who says he almost made out the check for income-tax to the "Collector of Eternal Revenue." We have just begun to fight, Martin.

"Upkeep can be kept down," says Macmillan ring-free motor oil. I put it somewhat differently for Atlantic Motor Oils 25 years ago: "Keep Upkeep Down."

Belated acknowledgment to all those who sent Christmas cards to the column. I would like to write each of you personally, but that is what is known in columning as "obviously impossible."

Don't know what connection, if any, it has with Pearl Harbor, but the bartenders protest a shortage of pearl onions, which give such a delightful accent to a dry Martini.

I was pulled up short to see a sophisticate like Saks Fifth Avenue advertise a dress under the heading, "Beau-catcher." That sounds like the old home-town some 40 years ago.

"Go on the 'mild-soap' diet tonight."—Subhead. On white, rye, or whole wheat?

Radio commercials, in general, get in my hair, but the singing commercial drives me notes, to use a lousy pun.

I think I'd feel better if I knew that our Pacific Fleet were sinking Jap tonnage without a trace.

Speaking of media, outdoor advertising ought to pick up a lot of business from firms who won't be able to do much but keep their names before the public "for the duration."

I'm not sure I get it, but Sunoco
"gives quicker quick starting."

* * *

Combing the wave-lengths one night recently, I picked up a station in New Brunswick, Canada. They were playing a transcription made in Scotland, in which the lads from the Maritimes filed past the mike in rapid succession to say "Hello" to the folks back home. Almost every soldier taglined his quickie with: "Keep the cigarettes coming." Hope Gene Tunney wasn't tuned in, after that blast he took at Lady Nicotine in the Reader's Digest.

Buy bonds and give them the bends!

Of all glad words Of tongue or pen, The gladdest are these: "It's pay-day again!"

Theme-song for Alexander Wooll-cott: "Old Raconteur's Got Me."

* * *
Frank Irving Fletcher, English-born copywriter who can make words sit up and beg, once voiced this truism: "People who condemn cleverness in advertising are those incompetent to produce it."

Unless we are saving the Douglas B-19, world's largest bomber, for the next world's fair, why don't we get it into the air and see if it will make the round trip to Tokio? The thing will be obsolete any day now, and we put a sock of money into it.

The British are rather broadminded at that. The day this was written, I tuned-in London and heard the band of His Majesty's Coldstream Guards playing Sousa's "Liberty Bell" march.

Yes, Tessie; you might say that a canopic jar is a "gut-bucket," but how ever did you know?

Alibi for a bootlegger: "That? Oh, that's just a publicity still."

Herb Dickson's reaction to a shoe slogan, "They flatter your feet," is that there are too many flat feet already.

"Broad Axe Hotel," reads a sign out our way. Specializing in chops, no doubt.

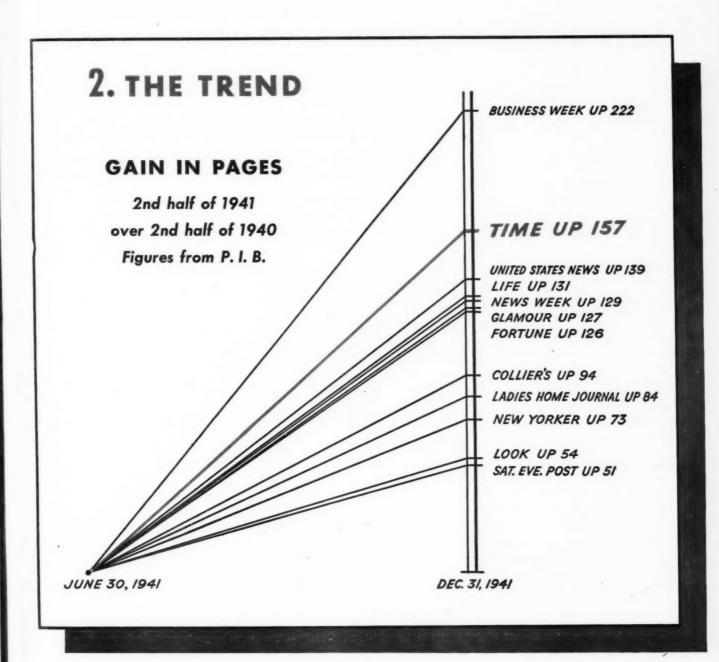
Beau Beals tells about a neighbor who inscribed this on a dog-house: "Here We Moor Our Bark."

Claude Debussy should have lived to dedicate the number to Mussolini: "Afternoon of a Phony."

Harry Shinnick, who recently joined the Richard A. Foley agency, says he's in the "R. A. F."

T. HARRY THOMPSON

RECORD!"





Advertising Campaigns

Reserve Replaces Family

Next to the Rover Boys, the Wilken Family was most beloved by addicts of corny copy. In pictures and text the adventures of Pa and Ma Wilken, their sons and son-in-law became familiar to millions of readers. But despite Pa & Co.'s folksy, home-spun talk (woven upon the looms of Lord & Thomas agency on rural Park Avenue, N. Y.) Wilken Family whisky didn't sell in sufficient quantity.

And so Art gives place to Commerce. The brand name Wilken Family has been replaced by Wilken Reserve, "improved . . . in a new package and label." Schenley Distillers, N. Y., owner of both, announces that consumer ads, 40 to 400 line size, are appearing in some 300 newspapers of 250 markets. Plus space in alcoholic

beverage papers.

Lord & Thomas continues as the

"No Force Can Stop . . ."

Insurance Co. of North America, Philadelphia (founded in 1792), starts a new series "based upon a theme reflecting the progress of the company as an inherent part of the progress of America itself."

The series will show that without insurance the country's industrial development would have been impossible. Lyle Justis, "one of the foremost historical artists," will show the effect of the nation's advancement through the eyes of the average person of each contemporary era. Pages, some in four colors, are to run in five national weeklies. The slogan: "No force can stop the progress of our country" will appear in each ad as "evidence that that determination which fired the imagination of those men of 1792 carries on today."

Geare-Marston, Philadelphia, is the

Cars and Tires

Ford Motor Co. (McCann-Erickson agency) is dropping the famous "Ford Sunday Evening Hour" on 58 CBS stations March 1. Into the 9:00-10:00 period goes Texas Co.'s Fred Allen show, moving from its former Wednesday night position. (Buchanan agency.)

Ford Dealers of Southern California, however, have renewed their "Bob Garred Reporting" evening newscast, Monday through Saturday, on KNX, Los Angeles, for 15 weeks, effective February 2. Commercials talk about dealers' service facilities and repair shops and the necessity of keeping cars in first-class shape if they are to last for the duration. (McCann-Erickson agency.)

Erickson agency.)

Major Bowes "Amateur Hour" is now a half-hour, with the commercial tuned to the times, varying from week to week, along no set line. Into the Thursday evening 9:00-9:30 portion vacated by Chrysler steps Lever Bros. "Big Town," which stars Edward G. Robinson. It was formerly on Wednesday nights from 8:00 to 8:30. (Ruthrauff & Ryan agency for both accounts.)

Chevrolet Motor division of GM is using a twice-a-month series in newspapers from coast to coast and in weekly magazines on a "Car Conserva-



Chevvie's magazine copy.

tion Plan" which describes its dealers as giving "service that satisfies, service that saves." (Campbell-Ewald agency.)

Studebaker is promoting in magazines the skill and spirit of its employes who are "building a ring of steel around our freedom. . . As if all our 89 years had been spent in preparation for just this hour. . . While we are honoring America's armed forces . . . let us not forget our Soldiers in Overalls. . . . Studebaker quality is traditional. . . . We are still giving more than we promise." (Roche, Williams & Cunnyngham agency.)

General Tire & Rubber Co. (D'Arcy agency) uses newspapers and magazines to promote its Kraft system of tire renewing available at "Your General Tire Dealer alone. . . . Renews tires locally exactly as at the factories."

Goodyear Tire & Rubber Co. (Arthur Kudner agency) employs newspapers to introduce a "Tire Life Extension" plan.

United Air Lines through newspaper space (Ayer agency) advises business men to "save your tires by flying."

P & G's Hap Hazard

Procter & Gamble Co., Cincinnati, has begun sponsorship of a new comic variety show, "Hap Hazard," over 65 stations of the Columbia network. Time: Friday evenings from 10:00 to 10:30 EST.

Ransom Sherman has the title role of "Hap," proprietor of Crestfallen Manor; Singer Martha Tilton and Gordon Jenkins' orchestra are also featured. Compton Agency, N. Y., has the account.

Hammond Expands

Hammond Instrument Co., Chicago, increases its ad schedule 25% over last year for its electric organ, Novachord and Solovox.

The Solovox, introduced only 15 months ago, has had "phenomenal sales" and because of this now gets additional promotion: National magazines and musical publications. The electric organ will continue to benefit from space in home and decoration and religious magazines. All three products, it is estimated, will appear in media with a total circulation of over 28,000,000 in the next six months.

George Hartman agency, Chicago, is in charge.

Union Oil

Union Oil Co., of California, 50 years old, third largest on the Pacific Coast, is taking the war and changed conditions as no command to cancel advertising. True, product ads to sell more gas and oil are not being continued. There is no necessity. But the management remembers that firms which stopped advertising in the last war lost their positions later.

One fact determined Union's course: The public wants to know what it can do to win the war and why it must do without some things. Union copy is explaining these matters. When a new tanker is launched newspaper space is taken to tell why it is "releasing ships for the Battle of the Atlantic, and helping to reduce threatened gasoline shortages on the Coast." Further details are given of the need for more tankers, and how Union ordered seven in 1939. "One ship carries as much gasoline as 400 railroad cars—eight 50-car trains." Of the five tankers which the company contributed to the government, one was torpedoed, one has been sent to Vladivostok.

Attention:

1. Companies that are being forced to release salesmen

2. Companies that are now recruiting salesmen

In spite of the sellers' market condition which exists in many industries, there is still a substantial number of companies that are operating in a buyers' market, and some of these firms are seeking men for their sales forces. An obvious need is to find the ways and means for putting these companies in touch with firms that, through the force of circumstances, are having to release capable trained men.

The National Federation of Sales Executives is currently seeking to establish employment clearing houses in each of the 51 local sales executives' clubs which are affiliated with that organization. Most of these clubs already have Employment Committees or Man-Marketing Clinics. The editors of SALES MANAGEMENT will gladly help in every way possible to further this program. The important factor is speed.

We, therefore, make this suggestion: If you are having to let salesmen go, or if you want capable new recruits for the sales force, get in touch with the nearest sales managers' club. If you do not know how to do this, write either to the National Federation of Sales Executives, Hotel Roosevelt, New York City, or to the editors of SALES MANAGEMENT, 420 Lexington Avenue, New York City, who will see that the information is cleared through the logical channels. If your organization is large and a number of branch offices are involved, be sure to list all the cities where you must release men, or want to hire new men.

Let's find a way to keep our trained sales talent from being drained off into other branches of industry. Write *today* to one of the two offices listed above, or get in touch with your nearest sales managers' club immediately.

"Gasoline rationing may come to some parts of the West," another ad explains. "Why? There is no shortage of oil. The answer is transportation. The Pacific Coast uses an average of 200,000,000 gallons every month—enough to fill 19,043 tank cars. . . . If rationing does come . . . bear it as good-naturedly as possible. Don't blame your dealer or your oil company or Mr. Ickes. Blame Hitler."

Such informative copy is expected to ease many tense situations, to maintain Union's place in the industry, and to build good will. The company is also renewing a news program on CBS and extending the number of stations. Lord & Thomas, Los Angeles, is the agency.

Sunkist's Biggest

California Fruit Growers Exchange, Los Angeles, is running the largest ad drive in its 36 years. About \$2,500,000 has been appropriated. A greatly expanded program for Sunkist navel oranges is a part of the effort.

A total of 315 dailies in 226 markets, and 2,277 weeklies are being used to tell the story of Sunkist oranges, "Best for Juice—and Every Use." In addition, a long list of magazines, Sunday magazine supplements, network radio, outdoor posters, painted bulletins, retail, wholesale, restaurant and hotel trade journals, and a variety of dealer helps carries the message to consumers and sellers.

Lord & Thomas, Los Angeles, is the

Easy

Easy Washing Machine Corp., Syracuse, is turning out machine guns for the Army, special stuff for the Navy, and other munitions, but it is also continuing production of "Spindrier, America's leading washer." How long it will be possible to make washers the company officers do not know. They are not stopping advertising and promotion on that account.

Current magazine ads point out that an Easy "saves time five ways" which may be devoted to such things as knitting for the boys in camp. Even after washer production is halted, Easy will continue to advise owners how to oil and care for their machine, how to make clothes last longer.

BBDO, Buffalo office, is in charge of the account.

Double for Shell

Shell Oil Co., N. Y., will spend about twice as much advertising industrial lubricants this year as last—some 50 industrial journals and two general business magazines are scheduled for pages and smaller space.

The firm's series on achievements in research, begun last year, has been resumed in full-color pages in two national weeklies.

Newspaper and spot radio plans are awaiting the outcome of a test in five Florida cities which starts next week. There the "service" angle of Shell service stations will be stressed in newspaper insertions of 800 to 1,200

lines. Both color and b. & w. will be utilized.

J. Walter Thompson, agency in charge, expects that newspaper schedules will practically duplicate those of 1941. Those were more than double the 1940 mark.

10 Rules for Prolonging the Life of Your Car

- No matter what the age or condition of your car, have it gone over immediately by a capable service man. Have all troubles, even the smallest, corrected.
- 2. From now on, have all essentials checked with proper frequency. Examples: Spark plugs (check every 5,000 miles), air cleaner (at least every 3,000 miles), front wheel bearings (every 5,000 miles), oil filter (every 7,000 miles).
- 3. Be conscientious about using a good grade of oil of the right viscosity for the season, and watch the oil level daily.
- Have your car greased at least once every 1,000 miles.
- See that your car is fully protected from low temperatures with a good anti-freeze.
- 6. Don't leave your car out at night in bad weather.
- 7. Keep your car clean and have it waxed and polished every two or three months to keep the finish in good condition.
- 8. Watch your battery and form the habit of regularly checking the water level and cleaning the terminals.
- 9. Don't let your-wife or your children or your relatives borrow the car you need for business purposes and use it for unnecessary driving.
- 10. If you are accustomed to using your car freely for family pleasure trips over week-ends and holidays, ask yourself whether such driving is as important to you as having a car for business eight months or a year or more from now. Let the family walk, take a bus or train or street car.



Ewing Galloway

10 Rules for Prolonging the Life of Your Tires

- By better work planning, cut your total necessary mileage as much as you possibly can. Cut out doubling-back and cross-tracking.
- 2. Drive at moderate speeds. A government study shows that per 1,000 miles tire costs at 25 miles an hour are \$1.50; at 35 miles an hour, \$3; at 45 miles an hour, \$4.50; at 55 miles an hour, \$7.50; and at 65 miles an hour, \$10.50.
- 3. Don't stop short. Don't make jack-rabbit starts.
- 4. Check your wheel alignment at least twice a year. A tire half an inch out of perfect line will be dragged sideways 87 feet every mile.
- 5. Use your brakes intelligently, and shift into second gear when you go down hills.
- **6.** Check the air in your tires at least once a week. Five pounds under-pressure cuts tire life 20%.
- 7. Avoid hurts to tires by careless parking (scraping on curbs), hitting of road holes, rocks, etc.
- 8. Have your brakes checked at least twice a year to avoid uneven wear on tires.
- **9.** Switch your tires every 5,000 miles. The usual plan is to shift the front wheels to the rear, rear wheels to the front, and rotate the spare.
- 10. Inspect your tires frequently and repair damages, cuts, leaks, etc., promptly. Breaks and cuts should be vulcanized whenever possible. Delay in repairs usually results in damages that can not be repaired. Remember that heat, sunlight, and oil are all damaging to rubber.

The best informed man in the world

HERB CHASON hasn't been to town for weeks. Passed a couple of friends on the road, though, and got some of the news about what his neighbors did last week.

But Herb knows what happened *today* on the Malayan Coast, and he could give your a pretty fair picture of the shifting battle between Russia and Germany (even saying Kuibyshev so you could understand it). What's more, he's got a lot of personal admiration for Donald Nelson, and he and Mrs. Chason have \$60 saved for a Defense Bond.

Not that men and women in his county look up to Herb especially. Most everything he knows, they know. So do the people in Barton, twenty miles away, and so do the people in Memphis, where the Chasons go once or twice a year.

Not everybody, of course, gets all his news from radio the way Herb Chason does. But millions like Herb on farms, and in small towns, do get all their news from radio most of the time. And millions more who are eager readers of the daily press are still more eager radio listeners.

The Columbia Network has 89 regularly scheduled news broadcasts each week—some from Batavia and Moscow and London, going straight to Herb Chason. And some from CBS news headquarters in New York—the famous Studio 9.

The CBS news staff is generally conceded to be outstanding in radio journalism. And throughout the war, it will devote itself to seeing to it that Herb Chason and his 130,000,000 fellow Americans remain the "best informed people in the world."

COLUMBIA BROADCASTING SYSTEM



What Is "Unfair Competition"? 348 FTC Orders Answer

Herewith a summary of some of the more significant cases handled by the Federal Trade Commission in the year ended June 30. Each illustrates an instance of what the Government considers false advertising.

URING the fiscal year ended June 30, 1941, the Federal Trade Commission issued complaints against 11 companies for price practices declared discriminatory by Section 2a of the Robinson-Patman Act, and 43 complaints charging offending companies with violation of the brokerage section of the Act (2c). One complaint was issued charging a manufacturer of nurses uniforms with discriminatory advertising allowance practices, violating Section 2d.

In addition, the Commission issued 348 orders to "cease and desist from the use of unfair methods of competition, and other violations of law.' should be remembered that these decisions do not "dictate what an advertiser shall say" (or do), "but rather what he may not say" (or do). Typical of the latest "verbotens" are these few examples. The company name given after each "don't" is that of the violator against whom the cease and desist order was issued:

You cannot:

...Represent merchandise not made by American Indians, as Indian handicraft. (Altman Neckwear Corp., N. Y., neckwear.)

.... Use the word "alligator" to describe leather other than that made from alligator hide, or use it to describe certain leather finishes without explaining that the word refers to the "finish" only. (M. N. Arnold Shoe Co., South Weymouth, Mass., shoes.)

Imply Foreign Origin

.... Use words and scenes suggestive of China and the Orient to designate merchandise not made there and not possessing the true characteristics of Oriental merchandise; use the word "reproductions" to designate rugs that are not true counterparts of the type of rug simulated. (R. F. Bemporad & Co., Inc., and others, N. Y., rugs.)

.... Give an American retail organization a name suggestive of its being a "Canadian" or any other foreign organization; nor designate inferior

skins as "Seal," "Beaver," "Broadtail," etc. (Canadian Fur Trappers Corp., and others, N. Y., furs.)

.... Use words suggestive of the Boy Scouts of America to designate merchandise that is not standard equipment of that group. (Case & Sons Cutlery Co., Bradford, Pa., and others, pocket knives.)

....Represent a commercial enterprise as an "educational foundation"; or a revised, reprinted edition of an English dictionary of a previous year as a modern American edition printed from new plates; misrepresent cost, size, and binding of book; claim, falsely, that publications have been sponsored by educational or "beneficent" institutions. (Consolidated Book Publishers, Inc., Chicago, encyclopedias and dictionaries.)

.... As distributor, claim to be manufacturer; mispresent from use of product; represent a device that registers temperature, as "thermostatic." (Helene Curtis Industries, Chicago, permanent waving appliances.)

Misrepresent Price

....Represent a commercial enterprise as an "impartial, non-profit" organization; induce manufacturers and distributors to purchase or lend financial aid to publications by threatening or implying that they or their products will be unfavorably listed therein. (Consumers Bureau of Standards, N. Y., publications containing reports appraising or classifying merchandise and services.)

... Designate cigars composed of Cuban tobacco in part only, as "Havana" cigars without using the words "Blended with Havana"; use words suggestive of "England," or any other foreign country, to imply product is imported. (Edwin Cigar Co., Inc., and others, N. Y., tobacco products, books, and miscellaneous merchandise.)

.... Misrepresent prices by featuring the cost of a low-priced car or one without standard equipment together with the description or photograph of a fully-equipped and/or a higher priced car; quote as retail price one that does not include all incidental charges except transportation, or omit directing prospect's attention to tax charges connected with purchase. (General Motors Corp., and others, Detroit, automobiles.)

.... As dealer, claim to be manufacturer. (Grand Rapids Exchange, Inc., and others, Brooklyn, N. Y., fur-

niture.)

....Represent surplus stock, samples, and seconds as new merchandise from nationally known manufacturers. (Group Sales Corp., N. Y., silk and rayon fabrics.)

.... As a publication, use or authorize the use of emblems of approval or merit on merchandise which has not been tested to determine whether advertised claims are justified; represent that all merchandise advertised in publication is guaranteed by publisher, without specifying the limitations of the guarantee. (Hearst Magazines, Inc., N. Y., publications.)

Violate Established Rules

....Misrepresent percentages of savings in connection with special sales; quote enhanced prices as regular prices. (Firestone Tire & Rubber Co., B. F. Goodrich Co., Goodyear Tire & Rubber Co., Akron; Sears, Roebuck & Co., Chicago, automobile tires and tubes.)

.... Violate established rules by using the report of a research investigation by the U. S. Bureau of Standards, or any Federal agency, or any employe thereof, for publicity purposes. (Hy-Test Cement Co., Philadelphia, mas-

onry cement.)

.... Use the words "Junior League," or any comparable term, in trade name of a commercial enterprise not sponsored by the "Association of Junior Leagues of America, Inc.," or similar organization. (Junior League Lingere, Inc., N. Y., wearing apparel.)

.... As a retail dealer, claim to be a wholesaler. (Macher Watch & Jewelry Co., and others, N. Y., jewelry, silverware, and electrical appliances.)

.... Falsely claim to be operating factories or warehouses in foreign cities. (Philip Morris & Co., Ltd., N. Y., cigarettes.)

.... As a private enterprise, claim to be functioning under direction of Federal Government, and to be selling merchandise the use of which is compulsory. (National Distributors, and others, Mt. Rainier, Md., income tax accounting systems.)

... Falsely claim approval of a product by Underwriters Laboratories, when only a part of the product has magazine The New York Times Mayazine

OUT FEBRUARY 15th The New York Times NEW Magazine

CARRIED BY THE NEW YORK TIMES, "AMERICA'S MOST DISTINGUISHED NEWSPAPER,"

INTO THE HOMES OF OVER 800,000 FAMILIES EVERY SUNDAY

been so approved; misrepresent prices and financial returns to agents; represent as "free," merchandise that is given in return for money or services. (Nu-Way Mfg. Co., Des Moines, electric water heaters.)

.... Appropriate the name of a favorably known firm for products not manufactured by that company. (Stromberg Ignition Co., Detroit, gas-

oline saving devices.)

....Distribute merchandise by means of a puzzle contest in which prizes are awarded on the basis of the sale of merchandise rather than the solution of the puzzle. (ThomsenKing & Co., Inc., and others, Chicago, cosmetics and miscellaneous merchan-

.... As a distributor, claim to be a printer; use the term "University Press," or similar term, to designate a commercial enterprise not connected with any institution of learning. (University Press, Des Moines, school books.)

Copies of the Annual Report, covering all activities of the Commission for the year, priced at 25 cents, can be obtained by writing the U.S. Government Printing Office, Washington,

If You Want to Sell the Army, Paste These Facts in Your Hat

The U. S. Army is the nation's largest buyer of hundreds of types of products and services. If you want some of this business, you must know where to go to make a sales presentation, and how to comply with Army regulations.

BY RUEL McDANIEL

Editor, U. S. Army Review

TOT long ago a Southern candy manufacturer, doing business in no more than 20 counties around his city, received a

highly gratifying surprise.

He had read with envy of the great contracts being obtained by "big busi-ness" from the Army. War had created a great deal of extra business, but it had not occurred to him that he might obtain some of this—except for the comparatively few candy bars soldiers visiting towns in his territory bought from his regular dealers.

The sale of one of these candy bars led indirectly to the little manufacturer's surprise. A second lieutenant bought one of the bars in a dealer's store and commented on its excellence in the presence of a salesman for the manufacturer. The salesman, appreciative of the compliment to his product, engaged the young officer in conversation, and the officer recommended that the company try to place some of its bars in the post exchange of the small Army camp where he was stationed. It was not until four weeks later that the manufacturer himself called on the post exchange officer.

He found that Army post exchanges operate on the same general principles as privately-owned stores and that the officers and civilians in charge of these exchanges bought merchandise from the same motive as the average private merchant—profit.

He sold a small order of a single candy bar item and was not unduly enthusiastic about Army business. However, his interest heightened when he received by mail nine days later an order three times larger than his initial sale. And so he called on the post exchange officer of another camp which contained nearly 20,000 officers and men. These were being served, he learned, by 27 branch post exchanges.

Here the candy man sold the biggest single order of his life. Today, less than three months after the lieutenant met the salesman in the little lunch stand, this southern candy manufacturer is producing and selling more than twice as much candy as he ever handled before. The Army is consuming more than half of his output.

The Army is the nation's largest buyer of hundreds of commodities and services today, and the manufacturer or jobber who is not obtaining his share of this business-if he wants it -cannot blame the shortcoming on "red tape" and favoritism toward "big business." Whether it be the largest shoe manufacturer in New England or the smallest vegetable grower in Florida, any firm or individual can get a share of Army business by complying with certain specific rules laid down by the Army for those who would do business with it. The same regulations apply to the largest

and the smallest purveyor.

To sell to the Army it is necessary only to know where to go to present the specific commodity to be marketed and to comply with Army regulations.

There are four general types of contracts and sales. These cover practically everything from a \$30,000,000 cantonment to a box of cigars. Almost everything bought by and for the Army and its personnel comes under one of four groups: Construction contracts; subsistence contracts; commissary contracts; post exchange contracts and purchases.

Construction contracts are let by the zone quartermaster and by commanding officers of individual camps and posts. The latter obviously handle smaller construction jobs on their own posts. Any contractor who can show his financial ability to complete a contract, large or small, may enter his bid for a construction contract with the assurance that his bid will receive the same consideration as others.

"Subsistance" covers both food and supplies which the Army supplies to its personnel in rations and clothing and a part of the merchandise sold through Army sales storehouses. All of this is purchased on contract, based

on competitive bidding.

Commissary Contracts

Commissary contracts cover the supplies handled by Army commissaries for resale, at cost, to Army officers and men. Army families are the chief customers of these commissaries. Supplies are purchased mainly through competitive bids, although specifications on certain items reduce possible bids to a minimum in some instances.

Post exchanges are operated for profit, the proceeds going to various funds for the benefit of the personnel of the local posts. The average post exchange officer is willing to buy any item for which there is an actual or potential demand, and nationallyknown brands are featured in the average post exchange because of the established demand for them. larger post exchanges are much like modern department stores and the range of merchandise is almost as varied. One southern camp exchange, for example, catering to only 4,000 officers and men, does more than \$1,000,000 worth of business a year, by catering to its "customers" in the same manner that any independent store would cater to its public. The average post exchange buys everything from cameras and tooth paste to billiard balls and shoe repairing equip-

Subsistance contracts are made both by local quartermaster officers and by the Quartermaster General's office in the War Department, Washington. Some contracts cover tremendous quantities of merchandise to be supplied over a long period, while others are "one-time" deals and may be for a comparatively small quantity. Army post officers favor local vendors wherever possible, and appreciate a source of supply near at hand.

Although subsistance purchases are made mainly through competitive bidding, this does not by any means eliminate nationally advertised items. Some items are "must" and the specifications read in such a manner that only the brand wanted complies to the specifications, thus making it possible for the quartermaster to purchase branded merchandise on a competitive bid basis

Exceptions to Remember

Although most general purchases for the Army come through the Quartermaster General's office at Washington or quartermasters of local Army posts, there are certain exceptions worth remembering.

For example, all clothing for the Army, as well as textiles of all kinds, are bought by the Philadelphia Quartermaster Depot, for distribution throughout the Army. The Jeffersonville, Ind., Quartermaster Depot buys all stoves, ranges and all materials relating to wagon transportation for the Army. All shoes for the Army are bought through the Boston Quartermaster Depot.

Motor transportation, a big Army item and growing bigger by the day, is purchased by the Quartermaster General's office in Washington through the Holabird (Baltimore) Quartermaster Depot.

There are a number of forms and regulations governing the purchase of supplies and foods for the Army; but every form and regulation is included for a purpose. Complying with the Army's rules is not as tedious as forms and regulations might indicate at first glance.

Any quartermaster officer not only gladly furnishes the necessary forms for bidding for Army contracts or selling to the Army, but will explain every step of the transaction in detail, if necessary. Army quartermaster officers are intelligent purchasing agents, and like good purchasing agents, they prefer a large and reliable source.

They are not nearly so interested in the size of a possible vendor as they are in the quality of his product and his ability to fulfill a contract or an order when placed with him. The Army wants to buy, and it is the richest purchaser in the world today.

DIAMONDS FROM TREES

The war in the Pacific has multiplied the value and importance of Rubber—a prime essential of defense. The industry is practically 100% in defense work with sufficient stocks of crude, reclaimed and synthetic rubber to carry on for about two years.

That is why there is a heavy demand for chemicals and other compounding ingredients, modern equipment and the hundreds of supplies required to keep the rubber production lines going at full swing for Uncle Sam.

INDIA RUBBER WORLD

is the direct channel to this great and important market. That is why the volume of advertising in the December issue was the largest in over 10 years, and the January '42 number over 15% larger than January '41. That is why many of our regular advertisers have increased their appropriations for 1942 and several new clients have joined their ranks.

Market Data, Advertising Rates and Circulation details on request.

INDIA RUBBER WORLD

EST. 1889

420 LEXINGTON AVE.

NEW YORK, N. Y.

A BILL BROTHERS PUBLICATION

War Forces Many Changes on the Sales Front

Round Trips for Metal Drums

"Keep 'em Rolling" is the new watchword in many a company selling gases, oils and other products in returnable tanks. Eighty per cent of 360 Air Reduction Sales Co. salesmen's time—and some advertising effort—goes into chasing gas cylinders to speed up 'tank turn-around, thus speeding national defense. Standard Oil (Ind.) also labels steel oil and grease barrels: "Return drums as soon as empty. Keep 'em rolling for defense!" and puts its salesmen on the trail.

Although Donald S. McKenzie, sales manager of G-E Plastics Department, told the New York Sales Executives Club in mid-January that American plastics production grows by leaps, a decreasing amount is available for consumer goods. After the war there'll be plenty—filling many new uses. . . . Vermont hardwood producers are advertising wood as a substitute for plastics and metals.

What Will Auto Dealers Sell?

Even before passenger car rationing is fixed, dealers are sparring around for something else to sell. C. E. Carey, general sales manager, Goebel Brewing Co., Detroit, tells SM he is getting "perfectly grand response" to his January full page in automotive trade papers offering beer distributorships to substantial car dealers. Out of "hundreds of inquiries" he is already signing "some." Manufacturers tell him they "appreciate what Goebel is doing."

A few dealers in various parts of the country already are stocking bicycles, baby buggies, and such.

cycles, baby buggies, and such.

Willys-Overland is surveying the 40,000 automobile dealers of the country to catalog shops, machinery and floor space that might be used for defense production. It already is farming out some of its own war subcontracts to dealers. This sort of operation has been used widely in England.

About Salesmen

Eighteen unemployed salesmen in Rochester are taking a new 14-week, \$100 course in machine shop practice and mechanical inspection. Ivan L. Nixon, chairman of the sponsoring Sales Managers Club of Rochester wires us: "Believe problem of salesmen getting jobs not too acute locally."

. . . Insulite Co., Minneapolis, gave its salesmen from 30 states nine days' intensive training in manufacturing operations and product uses at the International Falls mill so they can better assist dealers this Spring. Insulite advertising is increasing.

Coming: Boom in Bicycles

Washington broadly hints to the country's 12 cycle makers that they should not push the sale of their alloted 750,000 bicycles in two light models for 1942. Because 1941 sales totaled 1,800,000, the cycle trade expects demand based on transportation economy to boost the allotment before year-end. . . . Shelby Cycle Co. uses trade paper space urging dealers to "recruit new and old bicycles for practical civilian use," promote good servicing, campaign for uniform bicycle traffic standards. . . . Marion, O., power company has put 12 meter readers on "bikes" to save cars.

C'est la Guerre (Shrug)

Metal knobs and pulls are being designed off of furniture for 1942. Wood, leather and slots will suffice, say mid-West manufacturers. . . . Standard lamp cords are shortening to save copper and rubber. . . . H. L. Brooks, president of the Toilet Goods Association, says there will be fewer lines of cosmetics and toilet goods, and smaller-size packages this year because of alcohol and essential oil cut-offs.

C'est la Guerre (Whoops!)

Plenty of rattan from Guatemala to replace East Indian supplies guarantee enough Summer furniture. . . . There's no clay shortage and no more cheaplabor Japanese and German competition for American dinnerware and cooking dishes! . . . Shoe manufacturers are blessed with plenty of calfskin and cowhide-they even have adequate kid and goat skins here or on the way from the British Far East and reptile skins from Central and South America, though no stretchy fabrics. They are busy and look for some inflation; so they discourage long-term buying. This irritated a number of shoe retailers at the January Chicago convention.

Blackout Business

The rush of excited customers to buy black cloth, flashlights and such after Pearl Harbor has quieted down, New York buying agencies for groups of stores report. The volume never reached huge proportions except for a week. Sales flourish not only on both coasts, but in cities having defense plants. Today stores are not showing much interest in such lines. . . Editors of American Builder hear of no rush to build private air-raid shelters anywhere. . . . But there is interest in blackout paints, mainly by industry. Flintkote is early to promote a special line. . . . Westinghouse in eight months research has perfected plant blackout methods using camouflage, ultra-violet light and fluorescent chemicals. . . . General Luminescent Corp., Chicago, is marketing a new phosphorescent paint for blackout markers. . . . L. E. Waterman Co., pen makers, is asking-but has not yet received-city council permission in several cities to use Lunilite, an English paint, on window cards, etc. It stores luminescence during daylight and gives it off all night.

Cars and Tires

Tire rationing seems well accepted by the public. In the New York area applications fell far short of the area allotment, tire sales necessarily hit bottom levels, and applicants' intentions were so good that in the first three weeks only five cases required investigation. . . . Salesmen's cars still have no rating. . . . The tire-saving nodelivery plan started with all Lincoln, Neb., drugstores and spread rapidly. In Louisville, Ky., 14 liquor distributors used half-pages in newspapers January 9 to say "no deliveries on Wednesdays and Saturdays" following Louisville's milk distributors who stopped all special deliveries "to save our nation's rubber supply."

To simplify distribution — rather than to reduce volume of home-delivered milk — Borden and Sheffield, biggest milk companies in the East, have dropped all brand names except "Borden" and "Sheffield" on milk sold in stores. . . Libby Glass Co. is now saving paperboard by packing glassware in larger cartons.

Economic Warfare

Even before Pearl Harbor, our government had set up war machinery to carry on Economic Defense. Without ostentation this activity has now been changed to "Economic Warfare." This function will receive very little publicity because much of it is of a confidential and strategic character. Our own investigation indicates that our economic warfare is being waged with skill and by men of ability.

The head of the National Hosiery

Manufacturers Association has already recommended that silk be abandoned for good. This comes under the heading of economic warfare even though it is not of a secret nature. It is an example of the price which warmongers can pay over and above the tremendous cost of waging a war. With Nylon production sure to be at high levels when peace comes, with the improved hosiery that will then be made out of cotton, rayon and other materials, this threat to Japan is not an idle or fictitious one.

Gypsum's New Service

United States Gypsum Co. announces "the world's largest experimental farm laboratories" involving 99 farms, a total of over 17,000 acres. The aim is to cooperate with the government in increasing farm production by making it more efficient. Test projects will demonstrate method:

"These tests will show the advantages of various types of buildings and building improvements, fire protection, home decoration, soil conservation, diversification of crops, breeding, sanitation and marketing. This information will be passed on to the farmers of the country to help make their farms more livable.

"The farms are being run by owners and tenants who are continuing their normal, every-day farming operations. The Doane Agricultural Service is being retained as counsel.

"The findings of this research program will be made widely available through publications, literature and building material dealers handling USG products. To stimulate farmers' interest in the program, there will be national blooded livestock contests, scholarships, free building plans, special building and redecorating education for 4-H boys and girls, and other features."

Chevrolet Insures Future

Newest program mapped out by William E. Holler, general sales manager of Chevrolet, aims to keep its 8,300 dealers rendering car conservation service. Says Mr. Holler:

"In the course of the next few weeks, my assistants and staff members qualified to deal with service problems will visit every zone in the nation, taking to all Chevrolet dealers a constructive, eminently practical program for service operations.

"Among other new suggestions we are presenting is a budget plan never before offered by Chevrolet, which will make service immediately available to every car owner. With a modest down payment, the motorist can avail himself of the 'car conservation' essential to the continued functioning of his vehicle. Payments may be spread over a convenient period."

B-S's War Sales Division

Bigelow-Sanford, manufacturers of floor coverings, announce "the organization of a Bigelow-Sanford War Sales Division." It has been established for the purpose of securing war matetial contracts and sub-contracts from Government and private industry."

NEWS FLASHES FROM THE FRONT TO YOU!

Action—while it's happening—is transmitted by CBS correspondents from the ends of the earth directly to you. Broadcasts from Tokyo, Berlin, Moscow, Cairo, etc., are picked up by the shortwave receivers on Long Island and "piped" to CBS Listening Station in New York where they are . . .



... Recorded on Ediphone cylinders. Foreign language broadcasts are translated and all are typed. In a matter of moments the world news is on the wires of every press association to news tickers in the War and Navy Departments, in the State Department, and newspapers from coast to coast.



Maj. George Fielding Eliot, Elmer Davis and William L. Shirer (1. to r.), famous CBS analysts, interpret news and military action to you with notes typed from Ediphone recordings. A vital necessity in the accurate recording of news, Ediphone dictation systematizes and speeds the flow of correspondence, notes, memoranda, etc.,

throughout CBS's huge New York office . . . Ediphone Voice Writing is contributing an estimated 100,000 extra man-hours of accomplishment per day to America. If you need to create executive time (and you do in war business) phone "Ediphone" (your city) or write Dept. S2.

VOICEWRITER Ediphone



Thomas A. Edison, Inc., West Orange, N. J. or Thomas A. Edison of Canada, Ltd., 610 Bay St., Toronto



Boys from the School of Aviation, New York, use the resources of the New York City Public Libraries to help them learn how to make the most modern and efcient planes. War-time production is creating a tremendous demand among war workers for technical books.

Publishers Sweat to Meet Demand of War Workers for Technical Books

Hundreds of thousands of men and women are struggling to absorb the equivalent of two or more years of technical training in two months. Hence the skyrocketed demand for "how to do it" texts which will help to qualify hordes of new workers for places in war production, hordes of others for supervisory jobs.

show me how to teach calculus—quick. My firm wants me to conduct a course in it. . . ." "I'm an engineer and I've been unexpectedly promoted to superintendent. I have to solve a pump problem. Send me a book on pumps by return mail. . . ." "We want to give our workers a course in chemistry, nothing technical—just enough to enable them to handle their jobs. Send us textbooks."

These are excerpts from typical letters received by John Wiley & Sons, New York publisher of technical books. Better than pie charts or statistics, they indicate the impact of America's defense-war efforts on the country's book publishing and book selling businesses. Some 20-odd other firms specializing in the publishing of technical books are also being flooded with letters reflecting the manner in which America's fast-growing defense industry is seeking the aid of books. As demand continues to mount, a good many hoary price and distribution policies of the book trade are likely to topple or be radically revised.

Kroch's Bookstore in Chicago ran a full page ad in the Chicago *Tribune* listing 100 technical books useful for defense workers. The page was a success, with response not only from industry but from men in the armed forces. Many firms ordered complete sets of books listed for their particular

branch of industry—mechanical engineering, ships and shipbuilding, etc. An order was telephoned from 1,000 miles away. The store did a normal month's business in the five days after publication of the ad, and three months later, it was still bringing in orders. It was discovered that the page was being used as a bibliography or reference work by the industries concerned. As this is written, plans are under way for a similar page ad in the Detroit *News* in January, for the three local Doubleday, Doran stores.

The Public Library at Wayne, Mich., reports that its longest waiting list is for "Machine Shop Training Course," with Cronin's "Keys of the Kingdom" (fiction) ranking second.

These are hefty straws in the wind, evidence of the eagerness with which the public is reading technical books. People are still reading fiction, of course, and they will continue to do so. As the war lengthens, there may even be a boom in "escape" literature, as in former war periods. But at the moment, the most striking feature of

Tod

HOME a never-ending interest!

"The home is the place where resolution is strengthened; where rest is found; where the reservoirs of purpose are replenished. It is the governor on our energies and our anxieties. It is the source of personal strength for the orderly and energetic performance of our part, day after day and week after week, in wartime production. It is a place where the workers and fighters of our country may drink of the fountain of courage. That is the responsibility of home."

. . . from Better Homes & Gardens— February issue, 1942.

The Responsibility of Better Homes & Gardens

And what now, in this emergency, is the editorial policy of Better Homes & Gardens? Stated simply—it is the same as it has always been. Quite naturally, it is adapted to current conditions and current problems. But, basically, it continues to recognize that the most fundamental and important

motivation in life is the desire to make home, and everything associated with it, more pleasant, more livable. Every line, every page, will be, as always, dedicated to a policy of helpfulness in homemaking and in keeping with the American way of life.

Better Homes & Gardens

Helping more than 2,400,000 Suburban Home Families Plan for Today—and Tomorrow. America's Biggest Suburban Home Market

the publishing world is the unprecedented demand for informative books of all kinds, with technical ones in the forefront.

People are reading to learn how to get into defense work; and after they get in, they read books to help them in their new jobs. They want to learn new skills and techniques, and learn them fast. Engineers going back to work after years of idleness want "refresher" courses. Management is conducting classes for apprentices, and there must be books not only for the students, but for the teachers as well—the latter needing guidance as badly as the former. The principal plea is for books without frills, just the bare bones of the subjects.

Shortage of Authors

Unfortunately, there's a shortage of authors in some fields, because the specialists who write the books are urgently needed as teachers or in industry. John Wiley & Sons practically shanghaied two already overworked college professors recently, to get them to complete a book called "Aerial Bombardment Protection." been in preparation for a year, but the publishers were suddenly confronted with the realization that it would be needed as a textbook for a university course scheduled to begin at mid-year, for which more than 100 engineering students had already enrolled.

Turning out books for the "arsenal of democracy" is of vital importance today, according to F. G. Melcher of Publishers' Weekly, who editorialized recently: "American technical books lead the world in their content, but distribution is not adequate. The publishers, selling direct through colleges, have reached the shop worker chiefly through public libraries. These libraries in industrial areas have been making great efforts for many months to match the demand for informational books with adequate supply and personnel, but they have much more to do. Libraries need extra funds for this part of their service. There should be greater bookstore distribution of books for workers."

Some bookstores, especially those in industrial areas, are beginning now to show interest in technical books, but Mr. Melcher is speaking from recognized fact when he says, "There should be greater bookstore distribution of books for workers." Until recently book dealers have displayed indifference, if not apathy, toward technical books. They had logic on their side, too, for such books are relatively high-priced, many retailing at from \$5 to \$10—and, for that reason, fairly hard to sell. Moreover, profits were usu-

ally low compared to other books.

About nine months ago Prentice-Hall, Inc., New York, inaugurated a plan under which dealers were allowed 40% discount on an initial order of 25 or more business and technical books, with 40% discount on reorders. This has been considered extremely liberal and has brought about a warm response from dealers. But Prentice-Hall is best-known as a publisher of business, rather than technical, books; though its ratio of the latter is increasing.

The action of Kroch's and Doubleday, Doran, in using full page space addressed to defense workers, is indicative of the change of heart of book dealers toward technical books. Though profits are low, it is becoming increasingly easy to sell this merchandise, for, as is being said in the trade, "Customers don't bat an eye when asked to plunk down \$10 for a technical book."

In the opinion of the average book seller, however, this new type of customer has one serious fault: He wants to know what's in the book that interests him—precisely, not just in a general way. Imagine the embarrassment of a book dealer with Shakespeream tastes, when pressed for a description of material in "Prevention of the Failure of Metals Under Repeated Stress," a Wiley best-seller. This problem is being faced by the Doubleday, Doran chain management with the advice to employes: "Do more listening and less talking" (about technical books), which at least prevents a hapless clerk from getting out on a limb in a scientific discussion.

Though less firmly entrenched in the technical field than some of the old-line publishing houses, Prentice-Hall is using sales promotion methods from which the others might benefit, especially in dealer education. A staff member, B. F. Herberick, prepares bulletins for the trade giving it concrete advice on cultivating the newly opened market for books among defense workers.

"Watch the papers or find out in other ways when a man has been promoted; then sell him a book to help him in his new job," is a typical suggestion. In the Fall it was suggested that heads of firms be reminded that



"Hello, Treasury Department? This is Joyce of Joyce-Witherspoon Manufacturing Co. Is there someone there who could give me a few pointers on deficit financing?"

INGI

CK SALES PROBLEMS OF TODAY

SOLD OUT

... but only for today ...

Warner and Swasey uses Business Papers to
HELP CUSTOMERS BOOST OUTPUT
of their PRESENT MACHINES



W. K. BAILEY
Sales Manager
The Warner & Swasey Co.

NO "ABSENT TREATMENT" HERE!

WARNER & SWASEY ADS., pinch-hitting for sales calls that can't be made in war-time, sell tools and hold customers by showing how to get more production out of lathes already on the job. They address production men and executives too in Business Papers.

A 50 MINUTE JOE

Ger MORE PRODUCTION
OLD and NEW TURRET LATHES

is MAINTAIN COLLET ACCURACY

BETTER BUSINESS

ARINE ENGINEERING AND SHIPPING REVIEW, New York

WER, New York

LWAY MECHANICAL NGINEER, New York

LES MANAGEMENT, New York

KILE WORLD, New York

books might be welcome gifts for workers. Another recommendation: That prospect and customer lists—with occupations indicated—be compiled, for mail and telephone solicitation. Other tips: Try to get companies to establish their own libraries for workers. . . . Offer books to firms that have started training classes for junior executives, foremen and other workers. . . . Arrange a cooperative display with a local manufacturing concern (especially one which has recently begun doing defense work), showing their products along with books they have

Dealer helps most commonly offered by publishers in this field take the form of catalogs. Some publishers follow the practice of putting dealers' imprints on their catalogs. In one respect, issuing a catalog of technical books is a gratifying experience, for the kind of people who collect them value them and keep them for refer-

Another form of dealer help is the circular describing a particular book, or two or three on related subjects. The American Technical Society gets out folders that are not only welldesigned, but meaty. A small one advertising a book called "Shipbuilding Terms," for example, has on one side a "sample" of the contents, diagrams of two views of a ship, with more than 40 parts designated. A 16-page folder small enough to fit into a No. 10 envelope, "Practical Books for Vocational Training," has seven illustrations (of book covers), lists 62 books with brief descriptions of their contents-in a far-from-dull manner.

"On the Job" Books Wanted

Books for machinists, especially handbooks and reference works to be used "on the job," are at the crest of the wave just now. "Machinery's Handbook" (Industrial Press), an 1,800-page book retailing at \$6, was listed in the Kroch Bookstore advertisement mentioned earlier; in the succeeding month the store sold 12 times as many copies as in any month in the preceding year. According to the publisher, the volume sells "as fast as we get it from the binder." Its 1941 sales were 226% above those for 1938. Another book from the same publisher, which is doing well now, is "Machine Shop Training Course," two volumes for \$6, published in 1940 and now in its second edition. It is used in government plants and arsenals, and in schools set up in manufacturing plants and sponsored by the Government, as well as in trade and vocational schools.

The Chicago publisher, American

Technical Society, reports that its 1941 business was "well over" 100% ahead of 1940, while 1940 had shown an increase of "almost 100%" over the figure for 1939. Currently its best seller is "Machine Trades Blueprint Reading," which came off the press in April, 1941, in an edition of "several thousand copies," was reprinted in August, then in October, and is now in its fourth edition. This company also reports "splendid" sales for such books as "Machine Shop Operations," "A Good Mechanic Seldom Gets Hurt," "Foundry Work," "Practical Mathematics," and a number of other similar works. Difficulty in getting paper and binding cloth has brought about a shortage, with some books remaining out of stock for weeks at a time-"in spite of our efforts to anticipate sales and delays," according to a representative of the company.

"Refresher" Courses

The 133-year-old firm of John Wiley & Sons, highly regarded in the technical publishing field, produces two types of books-one for the college man who has had engineering training; and one for the man who has had no more than high school or vocational school training, and sometimes not that, and who works in a plant. Just now its best seller is addressed to the second group. It is "Mathematics for Technical and Vocational Schools," first published in 1923, and revised in 1936. It enables the student to cover the subject rapidly. It is used not only in schools, but in training courses conducted by industrial plants. Wiley's second-best-seller is "Analytical Mechanics for Engineers." It is used in colleges and industrial plants offering "refresher" courses to their engineers.

The Macmillan Co. publishes textbooks, but does not specialize in technical works, though there are a number on its list. Its book, "Technical Drawing," revised last Autumn, is used as the basic text for courses in 200 colleges and universities. also get hundreds of orders from defense centers," a representative of the company tells SALES MANAGEMENT. A new edition, to be retailed at \$4 instead of the former price of \$3, and distributed through bookstores, is now in preparation.

With personnel expanding rapidly, men are being promoted before they are prepared—and they buy books to help them over the initial bumps in

the new roads they must travel. In recognition of this, Prentice-Hall advises dealers to watch for notices of

advancement, such as promotion to foremanship. Harper & Brothers report that one of its current best sellers is "How to Train Supervisors." Harper has another book on foremanship, "Shop Management for the Shop Supervisor."

Career Books

With industry expanding at a rapid rate, personnel workers are also demanding help in the form of books. Harper's "How to Interview" (revised three times since it was published in 1940) is enjoying a good sale. It is logical to suppose that there will be a run of career books with a defense slant. Harper plans to bring one out in the near future, the title to be "Your Career in Defense." Simon & Schuster recently issued a book retailing at a dollar, entitled "How Your Business Can Help Win the War." Books on aptitude testing and time and motion study are also selling briskly now, as companies enlarge their personnel.

Increased payrolls mean increased administrative capacity, and this brings its own demand for books. In keeping with the theory that a good vocabulary is a prime requisite of the executive, Johnson O'Connor English Vocabulary Builder" of the Human Engineering Laboratory (which tests people's aptitudes) is doing well, its record for the last two months of 1941 being better than for any two months of the preceding years. Prentice-Hall makes a point of trying to discover companies that give training courses for junior executives and recommends to them its book, "More Power to

Your Words,"

Much of the burden of supplying technical reading matter to the public is falling on public libraries. Some are doing particularly good work along this line. The New York Public Library regularly issues a pamphlet entitled, "New Technical Books," which is sold for two cents a copy. It also makes a practice of putting into branch libraries the various kinds of books likely to be called for by industrial workers in their sections, and it even goes so far as to supply books to vocational schools to be read during the students' lunch hours. The library reports an increased demand for books on foremanship, blueprint reading, pattern cutting, etc.; for information about patents; for Government pamphlets and documents; for ordnance and military literature; for material on bomb shelters; and for lists of firms awarded defense contracts. A Government pamphlet on blackouts is in almost constant use.

The Business Branch of the Newark



A lot of important men want to know you better

Important men, men with billions of dollars to spend want to know you better if your product or service can in any way facilitate the defense program.

And even though you are oversold today, they are interested in what you make and the service you may be able to render tomorrow. Wouldn't it pay to let them know you and your business better? For these same men will be the big peacetime buyers when war is over. It will pay to have them know you then.

How can you meet them? You can contact over 90,000 through the advertising columns of The Iron Age — the big metal working industry publication that is *first* in the field that's *first* in the world.

Do these men read The Iron Age? Yes — most of them religiously. Here's what one typical subscriber said recently:

"Well, you know I can't read everything, but it is the one paper I devour each week."

Proof that Iron Age advertising pays the advertiser lies in the fact that The Iron Age consistently presents to its readers more pages of paid advertising than any magazine in the world.

Ask your Iron Age representative for further details and proof that The Iron Age is first in the field that's first in the world.

THE IRON AGE

A Chilton O Publication

100 EAST 42nd STREET, NEW YORK CITY

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Public Library also reflects the changing reading habits of the public. It serves not only Newark and the Metropolitan New York area, but answers many mail and long distance inquiries. Three of its ten pamphlets in the nature of a house magazine, published in 1941, were on the subject of National Defense. In recent months it has been receiving a large proportion of inquiries about priorities, Management has been asking questions about how to get defense business, and workers have been asking how to get jobs in defense industries.

Public and private libraries throughout the country report a similar demand. In cities with munitions plants the need is, of course, greatest.

"The fighting front of books in a war has many sectors," again quoting Publishers' Weekly, "and the leaders on all those fronts must now work closely and effectively together. . . . There will be fresh emphasis on all books which serve to aid maintenance of public health. . . . Knowledge about foods and nutrition, clothing, heating will be very important, and, of course, sports can aid health maintenance. . . .

Books can also serve to increase the public's knowledge of national resources. . . . There will be new interest in the literature of foreign countries, not only the books that feature the picturesque character of other lands, but those that tell about the ways of thinking and of working in other countries; of how they are governed and their history. . . .

"We must have more books on the ways we are to fight—more about airplanes and ships, tanks, chemicals and explosives, radio and photography, transportation and travel. There are to be new ways of teaching and many new things to teach to people of all ages; and new textbooks will be needed. There will be vast demands for more books of diversion as there were in war-torn England."

But to enable the "arsenal of democracy" to work at maximum efficiency, the most urgent need is for technical books. That need is being

supplied with admirable dispatch.

Business Leaders In Winston-Salem Are Optimistic for '42!

Winston-Salem's industries will be affected less than those in any other North Carolina market by the "dislocation" predicted due to a shortage of critical raw materials.

Our industries will run full blast...people will be gainfully employed at good wages. Tobacco acreage has been stepped up over 11% for this year...meaning more millions for the farmers in this, the best tobacco growing area in the world.

So, Mr. Advertiser, whatever you'll have to sell this year, you'll be able to sell it to the 109,833 folks who comprise metropolitan Winston-Salem . . . most of them being daily readers of the

JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

NBC — Radio Station WSJS — NBC

New Books Recommended for Marketing Men

"Radio Research 1941," by Drs. Frank N. Stanton and Paul F. Lazarsfeld. Published by Duell, Sloan and Pearce. Price \$2.50.

"Bibliography of Latin America 1935-1940," compiled and published by Latin American List and Information Service, N. Y. Price \$5.

"Directory of Essential Materials Produced in the United States," compiled and published by J. J. Berliner & Staff, N. Y. Price \$12.50.

"Directory of Strategic and Essential Materials Available in Latin America," compiled and published by Latin American List & Information Service, N. Y. Price \$12.50.

"How Your Business Can Help Win the War," compiled by the staff of industrial specialists of the Conover-Mast periodicals. Published by Simon & Schuster, N. Y. Price \$1.

"How to Train Supervisors," by R. O. Beckman. Published by Harper & Brothers, N. Y. Price \$3.

"Manual of Job Evaluation," by Edward N. Hay, Eugene J. Benge, Samuel L. H. Burk. Published by Harper & Brothers, N. Y. Price \$3.

"Design for Industrial Co-Ordination," by Robert W. Porter. Published by Harper & Brothers, N. Y. Price \$3.

"How to Interview" (Third Revision), by Walter V. Bingham and Bruce V. Moore. Published by Harper & Brothers, N. Y. Price \$3.

"How to Make Sign Advertising Pay," by Orville J. Grisier. Published by The National Sign Journal, Denver, Colo. Price \$1.50.

"Proofreading and Copy-Preparation," by Joseph Lasky. Published by Mentor Press, N. Y. Price \$7.50.

Good Industrial Advertising Helps Men and Plants Fight This War

But it must be the kind that tells army of avid business paper readers how to do today's jobs best, says Vernon Van Diver. He outlines five "do's and don't's"; sees advertising's job growing.

NDUSTRIAL advertising in business papers read by operating men did a big job during World War I; but it has even a bigger job to do now. This is more than ever a machine war—to be fought more than ever in America's production plants. More plant men need more help from manufacturers. They are reading business papers to get it. So industrial advertising "must take off its coat and help them." Vernon H. Van Diver, advertising manager of Union Carbide & Carbon Co., N. Y., told the Dotted Line Club of business paper salesmen in New York, January 19.

He said our essential resources are not merely men and plants. The data files of manufacturers add another great resource. When a company digs into its data files and tells men everywhere how to fit its product to specific jobs, it is increasing the productive capacity of the country's manpower and plants. It is helping do today's work better. That, said he, is the big job of advertising.

Most of the normal channels of getting such ideas from manufacturers to the nation's production lines are closed. Sales and service activities are swamped in these hectic days. Industrial clinics and trade shows where it used to be done have almost disappeared. Business paper advertising is the only channel that's wide open.

The "production line" to which ideas must flow is now eight times as long as it was normally. Great numbers of new men are on it. They are reading their business papers avidly. They don't want to hear the glowing "institutional" story of how great a company is, nor why they should buy its products next year. They are eager to learn how best to use the equipment and materials they can get right now for today's jobs. Yet, said Mr. Van Diver, his own study of current business paper advertising shows too few companies are telling them. But those that do are increasing their advertising because they know it works hard for them.

That is why he believes industrial advertising will increase as the war goes ahead, as it did in the last war. He quoted from a new Brad-Vern re-

port that such advertising rose 18.2% in 1917 over 1916 and 33.07% in 1918.

In his own company Mr. Van Diver said five "guide lines for advertising" have been set up; four of them what-not-to-do and one what-to-do:

1. Union Carbide & Carbon advertising is *not* to help make sales. It is to help move ideas from where they are to where they're needed.

2. It is *not* to "tell what we are doing for defense." Too many companies are doing that. When everybody does it, it's not advertising.

3. It is *not* "institutional." Readers want *help now*; not golden words.

4. It is *not* to "keep our foot in the door for business we can't sell until later." Products are too changeable for that. (Even in 1941 about 65% of UCC business was on products the company never had before, commented Mr. Van Diver.)

5. It does aim to do those jobs that need doing right now.



"SURE I made
'em—from my
TelegramGazette
Cookbooklets."

400,000 Cookbooklets!

Last June The Telegram-Gazette, as a good-will promotion, offered a series of 20 attractive cookbooklets to its readers — a new booklet every week, each booklet priced at ten cents plus a coupon. The offer was backed by consistent advertising IN The Telegram-Gazette.

When the offer closed Nov. 22, Telegram-Gazette readers had BOUGHT 400,908 cookbooklets-and they're STILL trying to buy MORE.

One of the nation's richest and most RESPONSIVE markets is the Worcester Market, in the heart of industrial New England. Population: City 193,694. City and Retail Zone 440,770. Telegram-Gazette circulation: more than 131,000 average net paid daily. But circulation is only HALF the story advertisers need to know. For READER RESPONSE to Telegram-Gazette advertising — note Cookbooklet sales above.

The TELEGRAM - GAZETTE WORCESTER MASSACHUSETTS

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG



HOTEL MARYLAND

RCA BLDG. FIELD BLDG. RUSS BLDG.

CHICAGO SAN FRANCISCO



Send your salesmen here. We'll keep their expenses down. Good food, comfortable rooms at very reasonable prices. Plenty of parking space. Close to Michigan Avenue and convenient to the loop. Men "on the road" like to stop at the Maryland.

350 Rooms with Bath Wm. S. Mitchell, Manager

"On the Gold Coast" 900 RUSH STREET

CHICAGO

Will Salesmen Be Able to Get **Priority on Tires for Their Cars?**

The answer is a regretful and positive "No." But retreads or recapped tires are an excellent substitute. Many firms are doubling-up car riders. There'll be more scrimping.

Naturally SM does not want to champion automobile tires for salesmen-or anything else for private business-which improperly impedes successful prosecution of the war. We know you feel the same way. However, at the request of excited sales executives in many parts of the nation, we have been investigating the situation from a realistic standpoint and with a view to reporting the facts and outlook as accurately and soundly as may prove possible.

As matters now stand, new tires for salesmen have been barred by Leon Henderson's OPA. Early relief with respect to this ruling appears to be out of the question. Early relief must

come from other sources.

Within the next 18 months increased production of rubber from guayule or rubber trees of Africa, South America and Central America, as well as increased production of synthetic rubber, is not likely to expand fast enough to exceed the rubber which will be needed for strictly war pur-

While it is said tires can be made from leather, and possibly from other materials, there do not seem to be any sizable plans in the offing which will produce any great quantity of tires under this heading, even though they be less worthy and more costly. Before the end of the war we may, of course, come to some sort of metalrimmed wheels, which is the way Germany finished up in the last war. But quick action under the heading of substitutes is not in current sight.

Restoration of rubber shipments from the Far East is as much your guess as ours, but it certainly does not look very likely in the immediate

The truth is that tire conservation and tires which are retreaded or recapped offer by far the best bets.

Furthermore, they offer sufficient promise to make the problem of tires for salesmen a far less formidable one than at first appeared to be the case. We quote William O'Neil, president of General Tire & Rubber Co.:

We have already taken steps to provide for contingencies which may arise. We believe that with the existing stock pile of rubber, reclaiming facilities, speeding up of synthetic production and the development of guayule as a domestic source of real rubber, there is no occasion for fear of

"We believe that with proper use of the 140,000,000 tires on the automobiles of America, limited speeds in hot weather and a sensible limitation of unnecessary driving in the Summer months, existing tires will last the country for three years, if 40,000 tons of rubber are allocated each year for

recapping.

Considering that our total consumption in 1941 amounted to over 500,-000 tons, this replenishing stock of 40,000 tons of new rubber to put with reclaimed rubber sounds really quite Furthermore, salesmen promising. have not been banned from the purchase of retreaded or recapped tires.

Our own investigation indicates that many concerns have been fore-handed along such lines as: (1) Seeing that their salesmen have relatively light cars, which can go longer milage on a single set of tires; (2) getting stocked up recently with new tires and some reserves; (3) getting tires for salesmen's cars retreaded or recapped promptly when the stringency of new rubber became apparent.

Many companies are going to quite some lengths to see that their salesmen are adequately educated as to the technical ways and means by which tires can be conserved. Most of the leading rubber companies are equipping their dealers to render first class advice and service along this line. Then, too, some companies are shifting their policy so that some salesmen traveling



AHOMA CITY'S CBS station

Ask your Agency to ask the Colonel! FREE & PETERS, Inc., National Representative is done only by train, bus, bicycle or on foot. Routings are also being made more efficiently and at less frequent intervals. Some pooling between noncompetitive concerns is also being developed. Where salesmen's calls are being decreased, companies are making greater use of business paper advertising, the telephone and direct mail.

Deliveries on rubber wheels may, of course, become even more of a problem than keeping salesmen on rubber wheels. We have heard of some concerns who already are trying to double up so that either the salesman becomes a truck driver or the truck driver becomes a salesman, or both move along on the same vehicle.

With the enterprise of the tire industry and its distributors turned loose on this new war problem, there seems much reason to believe that the problem from the standpoint of the average company can become less acute.

Reliance Gives Guidebook to War Plant Visitors

In war time the occasions when a company will be escorting visitors through the plant are, generally, fewer. But the trips which are permitted are many times more important than those of normal days.

Reliance Electric & Engineering Co. has recently chartered planes to speed the trips of visitors to and from its Cleveland plant from points requiring overnight journeys by other means of transportation. To conserve the time of government and other important visitors further, the company has issued a booklet, "Making Reliance Motors," which is given to them.

It provides a brief exposition of the operations involved in making Reliance motors, generators, and varied electrical equipment for the Navy and for the war effort. A supplementary loose jacket contains a step-by-step identification of departments and manufacturing processes. Cards bearing numbers corresponding with the numbered paragraphs on the jacket have been posted around the factory to complete in the observer's mind the tie-up of specific operations with the information given about them.





DEALERS HAVEN'T TIME TO SELL YOUR PRODUCT!

Don't expect dealers to push your product—they simply haven't time, and they're not particularly interested. Provide a counter or floor display and give your goods a chance to sell themselves. Crystal Displays do get preferred floor and counter space.

Let us work with you. Our big, illustrated, 56 page book, "DISPLAY IDEAS" is FREE. Write for it today, — on your letterhead, please.

CRYSTAL MANUFACTURING COMPANY
1725 DIVERSEY BLVD., CHICAGO
REPRESENTATIVES IN PRINCIPAL CITIES









West Coast Life Finds Aptitude Tests Cut Agent Turnover

Using the test procedure developed by the Life Insurance Sales Research Bureau*, this Coast insurance company has substantially improved its success record on its selectees. Most valuable result: Spotting of applicants utterly unsuited to insurance careers.

Based on an interview with

W. L. HARDY

Home Office Manager, West Coast Life Insurance Co., San Francisco

ACED with the necessity of cutting down turnover in field men and seeking a means of picking at the start men who, because of aptitude, interest, and steadiness, would be most likely to remain in the life insurance business, the West Coast Life Insurance Co., San Francisco, about two years ago experimentally put into effect an aptitude index for life insurance salesmen.

Results have been so good that they would not under any circumstances return to the personal choice method of picking men, and are looking forward to an even more thorough and complete development of aptitude and personality testing as prerequisites to hiring.

It has been found that men who pass the test with an A or a B rating have proved about 90% successful and have remained with the firm. While men who come through with C ratings

in the test are regarded as hopeful material, and the shortage of A and B men makes it necessary to attempt to use them, as well as some D men, those with the lower ratings have proved less satisfactory and have often shuffled out of the business in a fairly short time.

The test chosen by H. J. Stewart, vice-president and manager of agencies for the company, was the Aptitude Index for Life Insurance Salesmen put out by the Life Insurance Research Bureau of Hartford, Conn. Before this form was adopted, the company had been using a personal history rating chart which was substantially the same as the first part of the Aptitude Index, covering number of dependents, past experience, membership and leadership in organizations, financial information. This chart, which is still used in picking straight commission men who are merely personal producers with no supervisory duties over others in the field, was adopted in 1936. It served the company well, in addition, in classifying men for positions requiring leadership, organizing ability and ability to appoint men, but it was considerably less dependable for this category of field personnel, since it did not go far enough.

The Aptitude Index is now used in picking men for four classes of field work: Agency managers; district managers, who write business and appoint agents, and who in addition to compensation, receive certain overwritings on personal business they obtain; district agents, who do not receive salary, who appoint agents and receive overwritings on their business; and the agents the latter appoints. The com-

pany has between 30 and 40 men in these categories.

In the early part of 1939 when the Aptitude Index was adopted, it was distributed to all agency managers with full instructions for its most effective use. At first, there was some lack of enthusiasm, some misunderstanding concerning its application; but gradually, as its efficacy was demonstrated, district managers came to rely on it more and more, to request and use increasing numbers of the tests. It is significant that, at the present time, in the one or two instances where certain executives have not taken kindly to the test and so have not utilized it wholeheartedly, the turnover in field men has been markedly higher than where the Aptitude Index is in consistent use.

One of the first and most important advantages of the aptitude test, according to Mr. Hardy, is that it immediately and almost automatically eliminates applicants who are hopeless from the point of view of the company's requirements and their own adaptability for the work. Men who score a D, or lower, are not considered (except sometimes in cases where would-be agents in this classification are able and willing to stand on their own feet financially, to take their own risks and require no money backing from the company).

"On the basis of the tests," says Mr. Hardy, "we are instantly able to pigeon-hole our potential material. We make our first selection before even seeing the men. Those who fall into the D or lower classifications, we inform of their score and tell them they would be most unlikely to make a success in this particular type of work. In instances where, as I have indicated, certain of these men wish to make a try at producing at their own expense and risk, we may give them a chance, but experience shows that they nearly always drop out before very long.

"Men who score a C are considered hopeful material and sometimes by dint of working harder (using extra leg work rather than head work), will make a good showing. However, in most cases, we have found that the C men are usually out of the business within a year. In fact, the scoring indicates, about 90% accurately, the length of a man's stay in the business.

"When we get a man who scores an A or a B, we have sufficient confidence in him to give him financial backing if he needs it. However, we have found that very few men in the A classification require financial aid. We back A and B men to the full, allow them training time, make compensation arrangements, and generally give them every opportunity to realize the possibilities which we know they have.

^{*}We shall not attempt to describe this test fully here. It is one developed exclusively for the insurance field by the Life Insurance Sales Research Bureau for its membership. Because it is the first industry research job done on aptitude testing, it has been widely commented on in business and psychological publications. Last time the SALES MANAGEMENT editors checked with the Bureau, some seventy companies were using the test procedure or a variation of it.

tion of it.

The Bureau's test is made up of two principal parts: I, a rating chart based on personal history items, which was designed to predict probable success or failure primarily on the basis of what a prospective agent has already done, including the degree of success already achieved in previous lines of work. And II, a test to measure some of the personality characteristics which research has demonstrated to be important in determining the success or failure of the new life insurance agent.



Concentrating your efforts on the A.B.C. City may be fine in most markets, but not in Pittsburgh! For unlike other big cities, by far the largest proportion of this market's population is out in its

184 Suburbs, within an approximate 50 mile radius. And in these Suburbs the Post-Gazette has over 50% More Coverage than any other daily Pittsburgh newspaper.

The Post-Gazette is FIRST in Pittsburgh in Total Daily Circulation
—FIRST in Retail Trading Zone Circulation
—and SECOND in City Circulation

Pittsburgh Post-Gazette

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

ONE OF AMERICA'S GREAT MARKETS - ONE OF AMERICA'S GREAT NEWSPAPERS!

"In brief, this aptitude testing definitely places a man, and it is valuable to them and to the company to be able to know this from the start, since we can give maximum encouragement immediately to our best potential material and, in putting out company money, make fewer bad investments." The Aptitude Index is valuable in picking field men, since it indicates not only their capacity to be personal producers, but their ability to organize and appoint men.

"We have come to have so much

confidence in the Aptitude Index that we would not even consider for financial assistance any man who did not make an A or a B score, and it is here that the test does one of its best jobs for us."

Before the Aptitude Index was used, more men were appointed, and more men dropped out in a short time. It was in an attempt to cut down this wasteful turnover that the test was adopted. Instead of making many and frequent appointments, it was desired to have a select group of superior men,

to eliminate as far as possible the floating type of salesman who would have to be cancelled out within three months, or who would give up of his own accord.

While the aptitude test is used as the basis for picking the men, West Coast Life studies carefully the experience record of every man selected for serious consideration, investigates his previous employment fully, also his bonding record, and requires an inspection report on the man.

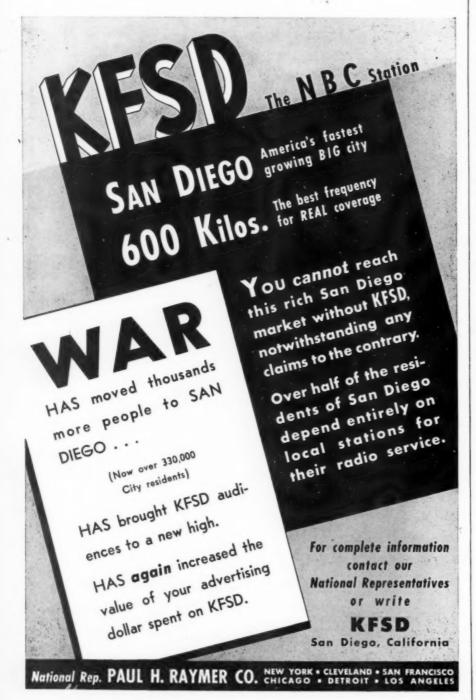
The Aptitude Index is not used for men who have had previous experience in the life insurance field. In such cases, actual performance is considered the best index of success in the business and potential value of the pros-

pect to the company.

Women cannot be tested by the existing index, West Coast Life finds, nor is it as reliable for men under 25 years of age. The company does not depend on it for picking men for its Oriental divisions (Hawaii, China, the Philippines) since different racial and character factors enter into the potentialities for success or failure in selling and the executive end of sales management in the non-Occidental world. The index is used for all its divisions on the Pacific slope of this continent, reaching as far East as Kansas, as far South as New Mexico, Texas and Oklahoma. About 100 men have been hired according to the system since April of last year.

'The present aptitude test has its limitations," says Mr. Hardy. do not pretend that it is infallible. It does not go deeply enough into some phases of a man's character. would like to see it developed further, made more complete and comprehensive. Even as it stands, however, it is such a major step forward in the classification of men for sales work that we would not think of going back to the old trial and error method. Trial and error still enters into our choice of men, but it has been minimized. Speaking for myself, I know that where, once in a while, I have departed from what the test has shown me concerning a prospective field man and let personal enthusiasm or a hunch persuade me to stretch a point for a C or a D man, I have nearly always regretted it.

"There are not enough men available who score A and B in the aptitude test, so that we are compelled to experiment with those who make lower scorings, but in the year we have used the test consistently, all the men with an A rating who have joined the company are still with us. We have a higher type of man working for us, and a smaller number of agents are



selling a greater total volume-in other words, average production has shown a substantial increase. I would attribute much of this improvement to the use of the Aptitude Index in picking personnel for field work."

Increased Price Controls, Shortages and Rationing Keynote NRDGA Meeting

Without a doubt the government will make greater use of price controls and rationing to halt the tide of inflation, threatening severely to diminish the purchasing power of the shopper's dollar.

This point was brought out time and time again by representatives of the government's agencies as well as the delegates from the large department stores throughout the country at the recent meeting of the National Retail Dry Goods Association.

But there was general scepticism of whether even direct price control could prevent a further rise in prices. Rather, it will merely help to keep the advance orderly.

Other subjects discussed at the meet-

ing included: Shortages: The home furnishing industries are faced with difficulties in obtaining metals for cooking utensils, cutlery and metal furniture, cork and jute for floor coverings, copper, tungsten and mica for electrical appliances; goose feathers and down for pillows, comforters and cushions and kapok for mattresses. Cleaning fluids and other cleaning compounds are undergoing change of formulas overnight.

In the food industry, a growing scarcity of olive oil and the gradual tightening up of sugar stocks are making themselves felt.

White goods: Since chlorine has been the principal bleaching agent in the textile field, limitations of use are bound to have a profound effect upon the industry, particularly as it affects white goods.

Furniture: While lumber is not on the priority list, solvents, pigments, resins, oils and other ingredients of paints and lacquers needed as finishes or protective coatings for furniture are on the priority list.

Textiles: There will be a fairly adequate supply of wool for clothing, blankets, etc., this year, but it will include mostly reused and reworked wool. Rayon, which many manufacturers hoped to use in place of silk, now completely out of the picture, will not be plentiful.

Cotton goods: There is no basic shortage of cotton goods for civilian

Leather: In the case of shoes, there

will not be any need for civilian rationing despite some of the scarcity stories that have been circulated.

Rationing: There is a developing sentiment for rationing in government officialdom. Rationing must go hand in hand with price fixing, for if merchandise is scarce and prices are fixed, someone must decide who is to get goods for which there are many bidders.

Prices: Since August, 1939, the cost of living has risen nearly 12% During the same period the wholesale price level has increased about 25% and basic raw materials have risen

about 58%.
Fashion: Fads must go. According to Robert R. Guthrie, Chief, Textile, Clothing and Equipage Branch, OPM, fads which lead people to try things which they either don't need at all or use only during the short life of the fad, waste goods which we cannot now afford to waste.

Packaging: Conservation and salvaging must keynote all packaging. Many stores will do away with gift packages and special Christmas wrappings. Customers will be urged to carry home bundles as another means of conservation.



Magazine linage records for the year of 1941 have been published in the advertising journals. These records show that Popular Mechanics finished far ahead of other magazines appealing to mechanically-minded men.

First in Total Linage for the year of 1941.

Popular Mech	ani	cs					201,110
Magazine No.	2.				4		157,066
Magazine No.	3.						88,518

Popular Mechanics led magazine No. 2 by 28% and magazine No. 3 by 127.2%.

First in Display Advertisers.

Popular Mecha	ani	ic	S	 		0				. 1	61
Magazine No.	2.						0				49
Magazine No.	3.			u			0	0	4		26
									_	_	

Popular Mechanics led magazine No. 2 by 25.4% and magazine No. 3 by 131.1%.

First in Exclusive Display Accounts.

Popular Mech	ani	ic	8							200
Magazine No.	2.				0	0	0		0	83
Magazine No.	3.			9						43

Popular Mechanics led magazine No. 2 by 142.2% and magazine No. 3 by

First in Total Display Insertions.

Popular Mech	naı	ni	ic	8											3365
Magazine No	. 2					0							0		2593
Magazine No	. 3				0										1450
opular Mechan	ics	1	6	d	,	m	12	10	ra	12	i	n	e	7	No. 2

by 29.8% and magazine No. 3 by 132.1%.

First in Classified Advertising.

Popular Mech	an	ic	S						9668
Magazine No.	2.					*			5923
Magazine No.	3.								3963

Popular Mechanics led magazine No. 2 by 66.6% and magazine No. 3 by 143.9%.

This five point domination of the field by Popular Mechanics must be due to the results obtained by advertisers.

When you plan advertising for any goods men buy or have a hand in buying-for the year of 1942-use adequate space in Popular Mechanics, the 25-Cent magazine-first in the mechanical field in linage, in advertisers, in exclusive accounts, in insertions, in classified.



200 East Ontario St., Chicago · New York · Detroit · Columbus

1. Super-Hudson type locomotives for the new Empire State Express were designed by Henry Dreyfuss and New York Central engineers. Of 4,800 hp. each, the locomotives are brilliantly finished in silver and black.

2 & 3. The Aceliner gets a new dress: The Ace Fastener Corp., Chicago, realizes that in addition to an upto-date product, you also need a streamlined modern package. As a result its newly improved stapling machines are completely repackaged in a black and yellow carton (2), with a complete selling story on both the staples and stapler.



Designing to Sell

4. An automatic typewriter employing push buttons for selection of form letters, special paragraphs in form letters, and for detailed orderwriting has been placed on the market by American Automatic Typewriter Co., Chicago. Designated Auto-typist Push-button model, the machine is actuated by two perforated paper rolls similar to music rolls. The buttons select information from either roll.

5. A transparent Plexiglas nose is bolted to a Lockheed Hudson bomber, a type of fighting craft that has done heroic work in European air battles. Because the plastic is 4% more transparent than plateglass, the observer has a perfect view, though he is completely protected.

G. Suregrip lines, foolproof pouring and package family tie-ins are outstanding features of the new bottles introduced by Higgins Ink Co. for its half-pint, pint and quart sizes of America india ink. Higgins' general line of drawing inks, writing inks and adhesives, with the exception of the large containers for drawing inks, was restyled in 1937 and was a prize winner in the All-America Package Competition that year. Since then, up-to-date packages have been adopted for other items in the Higgins line, most recent of which are these new containers. Designed by Egmont Arens, the bottles and cork stoppers are supplied by Armstrong. Labels are by Frank Collyer, the shipping cases by Hinde & Dauch, and Compo-Site tops by the Compo-Site Corp.



TACKS - CLIPS





How Du Pont Cellophane became "AMERICA'S GUIDE TO LESS WASTE"



PREVENTION OF WASTE IS A NATIONAL NEED!

cleanliness when the product is protected by

E. I. du Pont de Nemours & Co. (Inc.), Wilmington, Delaware

Du Pont Cellophane.





Designing to Sell

7. Glenmore Distilleries is now promoting an old-fashioned stoneware jug for the always important special gift package market. Glazed inside and out, making it impervious to discolorations, evaporation, etc., the clever new jug houses four-fifths of a quart of Glenmore's Kentucky Straight Bourbon. The brown Cel-O-Seal closure by du Pont matches the jug's top portion. The wood-top cork is by Mundet.

8. Here it is . . . Cheez-It, Sunshine's cheese cracker in its new dress! This example of modern design is number two in a series of original package creations by the renowned Norman Bel Geddes for the Loose-Wiles Biscuit Co. Tests conducted by the company prove that it's an eye-catcher.



9. Vacuum-packed candies are making their appearance everywhere, and one of the first candy manufacturers to use vacuum-packing for an entire line of candies is O'Brien's of San Francisco. The new packages have a three-fold appeal to retailers: The candies won't spoil; the cans are easy to handle; and the "family" package for the entire line aids displays and sales. Cans by American Can Co., labels by the Muirson Label Co.



10. D. B. Scully Syrup Co.'s pure grape jam is "glassed" in a new type of squat compact jar. The container offers the advantage of having a firm base and a large opening through which the contents can be spooned. Its narrow sides have ridges for facile handling. Jar by Owens-Illinois Glass Co.; closures by Crown Cork & Seal; labels by Gugler Lithographing Co.

11. Will & Baumer Candle Co, meets the country's current needs with Blackout candles designed especially for emergency lighting use—power failures, blown fuses, etc. Blackout candles are made with a pedestal-type base that holds them upright with out need of a candleholder. They measure 5½ inches overall, burn approximately five hours, are dripless and smokeless. They will stand firmly on any convenient level spot.





12. Baker's new semi-sweet chocolate chips manage to catch some of the sales allure of the transparent wrapper, but it also incorporates all of the durability of the cardboard container... because that's just what it is. Printed over most of the exterior surface of the package in a rich chocolate brown is a tempting photographic reproduction of Baker's Chips. Realistic effect is heightened by varnishing.



WIS YOUR RADIO PROGRAM DOING



You can use any of several excellent services to find out how many people listen to your show. You'll get a general or national picture.

If your sales lag in some places—if your program doesn't seem to click in others, that's your cue to use Ross Federal's coincidental facilities right in those marketing sore spots. Ross Federal can go to work for you in one market or many, separately or simultaneously, to point up weaknesses and uncover the information you need to guide you.

Why not ask your advertising agency, right now, to tell you more about Ross Federal coincidentals, the swift and economical way to analyze your radio promotion. Rare indeed is the Ross Federal coincidental study that doesn't syphon up some important data. These little suspected facts will pay for the study many times over.

WHAT ROSS FEDERAL DOES.

CONSUMER INTERVIEWS

Person to person—by telephone or mail

RADIO COINCIDENTAL SURVEYS

CONFIDENTIAL SHOPPING STUDIES

DEALER INTERVIEWS

Inventory and point of sale display checking

READERSHIP STUDIES

OUTDOOR ADVERTISING CHECKING

TRAFFIC CHECKING

*For a detailed presentation of Ross Federal's many research services write for a copy of SOUNDINGS.

ROSS FEDERAL RESEARCH

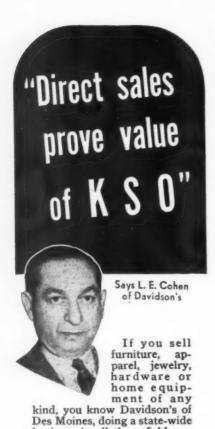
CORPORATION · 18 EAST 48TH STREET, NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST

FEBRUARY 1, 1942

[67]

FIRST with the Facts!



And Davidson's know KSO, through a record of results covering more than four years. Quoting L. E. Cohen, Vice-President and General Manager:

business in all these fields.

"Since we began using KSO four years ago, we not only have had good results in the form of direct sales, but also have found it an excellent medium for institutional selling. Our experience shows that the use of top flight local talent, such as Andy Woolfries, plus short, well-planned commercial copy, adds up to effective radio selling."

On KSO and KRNT, national advertisers pay the same low rates as do local advertisers. So Mr. Cohen's statement is well worth remembering when you choose a station for airselling to more than a million people in Iowa's No. 1 market—Des Moines and its extensive trading area.



Affiliated with the Des Moines Register & Tribune Represented by The Katz Agency

Media & Agency News

Agencies

Relationship between advertising and public relations was emphasized last month with the formation by Carl Byoir & Associates of Institutional Advertisers, Inc., and the launching by Young & Rubicam of a public relations and publicity department.

the launching by Young & Rubicam of a public relations and publicity department.

The new Byoir agency will concentrate on institutional advertising, and is not expected otherwise to alter advertiser-agency relationships. Byoir public relations clients include A. & P., Goodrich, Schenley and Willys-Overland. Its institutional advertising clients, and personnel, have not been announced.

William H. Jenkins will head Y. & R.'s new department, with Fred Smith, from Selvage & Smith, as manager of public relations and Torrey B. Stearns in charge of publicity. Y. & R.'s advertising clients range from American Can to Gulf Oil and General Foods to Metropolitan Life.

Beaumont, Heller & Sperling, of Reading, Pa., sends a letter to 300 advertiser and agency executives calling attention to the Vinson Bill (HR 5781), to limit profits on defense contracts to 7%. This bill names ten items of expense which cannot be included in computing cost. One of them is "advertising and publicity expense."

John H. Black, former publisher of the Milwaukee Sentinel and Wisconsin News, joins the executive staff of Arthur Meyerhoff, Chicago.

William Day, long in charge of creative planning with J. Walter Thompson Co., joins Benton & Bowles as head of the creative planning board. . . . Tom Revere, formerly vice-president and radio director of Benton & Bowles, joins Ted Bates, New York, in charge of radio. . . . John J. Cahill, for five years manager of advertising sales of Western Lithograph Co., forms John J. Cahill & Consultants, 607 Russ building, San Francisco. . . . John A. Drake, former vice-president, Talking-Book Corp. of America, joins Grey Advertising Agency. . . . Tax Cumings is transferred to the San Francisco office of Batten, Barton, Durstine & Osborn, writing copy on the Standard Oil of California account.

Hurley G. Hust, advertising and publicity director, National Ice Association, is now with Donahue & Coe in merchandising and promotion work. . . . Herbert C. Lewis is named publicity director of St. Georges & Keyes, New York. . . . Hugh Donnel is elected vice-president of W. I. Tracy, New York.

Account changes and appointments of the fortnight: Baldwin Locomotive Works, Philadelphia, and subsidiaries, appoint Ketchum. MacLeod & Grove. Pittsburgh.

Ketchum, MacLeod & Grove, Pittsburgh. Ivanhoe Foods, Inc., Auburn, N. Y., to Charles W. Hoyt Co. Disney Hats, Inc., Danbury, Conn., and New York, to Grey Advertising Agency.

Solon Palmer, New York, America's oldest perfumer (established 1847), to Cowan-& Dengler.

King-Trendle Broadcasting Corp., Detroit (Station WXYZ, Michigan Radio Network, etc.) to Stack-Goble.

E. Pritchard & Co., Bridgeton, N. J., Pride of the Farm food products, etc.; Thomas Gill Soap Co., Brooklyn, and Wall-Streeter Shoe Co., North Adams, Mass., to Roy S. Durstine, New York.

Radio

All four national networks boosted billings in 1941. CBS sales rose from \$41,026,000 to \$44,584,000; Red network from \$38,800,000 to \$42,777,000; Blue network from \$11,863,000 to \$12,223,000, and Mutual from \$4,767,000 to \$7,301,000. CBS and Mutual figures are official; Red and Blue figures estimates.

The Red points out that its average number of stations per evening program rose from 63 in 1940 to 73 in 1941, and its average number per daytime program from

. . .

General Foods led the CBS list with gross billings of \$4,530,421, followed by Campbell Soup, Lever Bros., Colgate-Palmolive-Peet and Procter & Gamble. . . . Bayuk Cigars, Inc., with \$786,315, was first on Mutual, followed by General Mills, Gospel Broadcasting Association, General Cigar and Wander Co.

Policies and plans of Blue Network Co., Inc., newly-formed RCA subsidiary, were approved by affiliated stations at a meeting in Chicago last fortnight. The new Blue will continue to furnish program service to more than 100 stations.

(Right)

Mark Woods, president of the new Blue Network Co.





(Left)
Edgar Kobak, executive vice-president of the same company.

Directors of Blue Network are Mark Woods, president; Edgar Kobak, executive vice-president; Lunsford P. Yandell, vice-president and treasurer; George S. DeSousa, John Hays Hammond, Jr., Joseph V. Hefrernan and Charles B. Jolliffe. Other vice-presidents are E. R. Borroff, for the central division; Don E. Gilman, western division; Phillips Carlin, programs, and Keith Kiggins, stations. Some 500 NBC employes are being transferred to the Blue, which has headquarters for the present in RCA Building, Radio City.

Mutual Broadcasting System and six affiliated stations, including WOR, New York, and WGN, Chicago, have filed suit against NBC and RCA in Federal Court at Chicago, seeking a total of \$10,275,000 for alleged violation of the anti-trust law in NBC station contracts.

. . .

Commenting on this suit, Niles Trammell, president of NBC, said that "about two years ago, the dominant interests in Mutual, R. H. Macy & Co. and the Chicago Tribune, sought to purchase parts of the Blue network from us, which would have destroyed the Blue as a coast to coast network. This, he added, would have "diminished rather than increased network com-

The second second

Charles M. Freeman is named sales manager of WLS, Chicago, succeeding William R. Cline, resigned. Wells H. Barnett, Jr., becomes sales service manager, a new position at WLS.

Power increases: WDSU, New Orleans, to 5,000 watts day and night, about March 1; WRNL, Richmond, WMC, Memphis, WNBC, Hartford, to 5,000 watts night; WWVA, Wheeling to 50,000 watts day and night, about April 1.

. . .

WAYS, Charlotte, joins Blue network's southeastern group. . . . WNEW and WMCA, New York, issue new rate cards. . . . WKNY, Kingston, N. Y., appoint William G. Rambeau Co. national representative.

Sidney J. Flamm, for 16 years with WMCA, New York, joins WBYN, Brooklyn, as vice-president in charge of sales.

Magazines

McCall's joins with Ladies' Home Journal and Woman's Home Companion in advancing its single copy price from 10 to 15 cents and subscription price from \$1 to \$1.50 a year, with the April issue. McCall's also is raising advertising rates, with the July issue.

At the same time, McCall's announces that it will guarantee that its delivered advertising rate will not exceed \$2.50 per thousand, based on black and white pages. Thus advertising costs will be based on circulation of each issue, month by month, instead of annual average circulation.

. .

Both Ladies' Home Journal and McCall's report substantial increases in advertising volume for early issues of 1942. . . . Family Circle's advertising revenue in January was 32.4% above January, 1941.

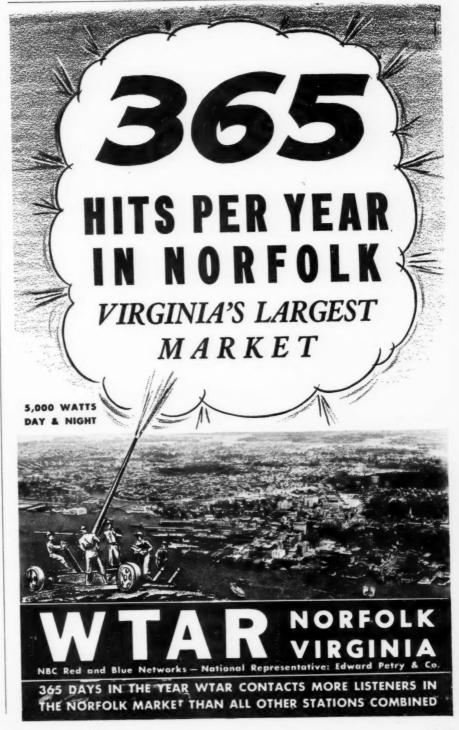
Sports Afield introduces a 300,000 circulation guaranty and advances subscription price to \$1.50 a year. Newsstand price remains at 15 cents.

Reader's Digest launches a Portuguese edition, for Brazil, with initial printing of

110,000 copies. . . . Starting with the March issue, Good Housekeeping will feature four pages of Simplicity patterns monthly. . . . Curtis Publishing Co. informs advertising agencies that, as the result of tests, it will accept engravings on 18-gauge copper.

Certified Sound
IS COMING TO 16MM FILM
WATCH FOR IT!
J.A.MAURERING.





RE-DESIGNED DISPLAY

SAVES



EACH

ON SHIPPING COSTS

Called in by U. S. Aviex Corp. to develop a new design for an old rigid-type display, a Union Display Consultant came up with the folding display shown here. This new point-of-sale merchandiser permitted a lower freight classification, saving an average of 25c each on shipping costs... cut storage space two-thirds... was less subject to damage in shipment... allowed shipment by parcel post when desired.

Take a tip from this example — call in a Union Display Consultant to offer practical design suggestions.

Send for Display Parade

— the magazine that illustrates and describes dozens of Modern Display Creations.

UNION STEEL PRODUCTS CO.

427 Pine Street, Albion, Michigan

Modern Display Creations

SUCCESS

for your convention because of all three—

When the three of us get together—you, the sea, and ourselves—your convention is pretty certain to be an

unqualified success. You make the sessions full of interest. We gladly take care of your every need. And the lure of the sea supplies that extra urge that swells your attendance!

Write today for complete information.





ON ATLANTIC CITY'S BOARDWALK Kenneth W. Baker, Gen. Mgr.

Kenneth W. Baker, Gen. Mgr. Leonard G. Runstrom, Res. Mgr. Harold E. Baggs, Sales Mgr.



REGINA CALGARY EDMONTON VANCOUVER Newspapers

Led by a gain of 25.8% in general (national) linage, total advertising volume in newspapers of 52 major cities in December was 2.2% more than in December, 1940, says Media Records. Retail linage rose 1.8% in that month, but financial was off 2.3, classified off 6.3 and automotive off 20.2%.

Total linage in these cities for the year 1941 was 3.5% more than in 1940, with general up 2.9, classified up 3.7, retail up 4.6 and financial up 5.4, but automotive off 9%.

Honolulu Star Bulletin and Hilo Tribune Herald report to O'Mara & Ormsbee, newspaper representatives, that their circulation is larger than usual; that nightly blackouts have increased newspaper reading, and that

buying is normal.

Cleveland Plain Dealer is observing its 100th anniversary. . . . New York Times will merge its rotogravure section with its Sunday Magazine on February 15. . . . Milwaukee Journal will publish a frequency modulation radio section on February 15 and Boston Post a similar section on March 1. . . Chicago Tribune introduces a "Women in War Work" column by India Mitchell.

A full-page red and black ad by A. & P. for Eight O'Clock coffee in the Knoxville News-Sentinel for December 4 stopped 69% of women readers, reports Advertising Research Foundation. This was the highest readership attained by a food or grocery store ad in the first 46 studies in the Continuing Study of Newspaper Reading.

Newspaper Publishers Committee releases a new series of ads, prepared by J. Walter Thompson Co., designed to hold and develop newspaper advertising during wartime.

Newspaper Groups, Inc., issues a new rate card for "Buy-Lines by Nancy Sasser," woman's column for national advertisers appearing in 32 Sunday newspapers, reducing minimum number of insertions required from 13 to 3. Buffalo Courier-Express replaces Louisville Courier-Journal as a member of "Buy-Lines" East-Central group.

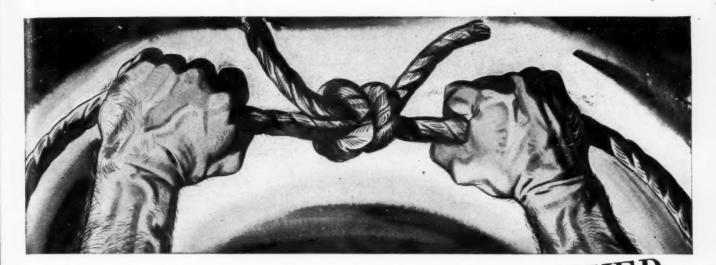
George R. Katz, of the Katz Agency, is reelected president of Newspaper Representatives Association of New York.

Business Papers

War is affecting the policies of business papers. . . . Super Market Merchandising launches a "Thrift for Victory" campaign. . . . Automotive Industries changes its name and scope to Automotive and Aviation Industries. . . . Liquor Store & Dispenser issues the first of a series of posters for display in taverns, hotels and liquor stores, designed to help sell defense bonds and to emphasize the contributions of the alcoholic beverage industry as "the largest single industry tax payer."

A new package for blood plasma and a shipping container for airplanes are among 20,000 packages now being exhibited by Modern Packaging at Grand Central Palace, New York. The packages were entered in the magazine's 11th annual All-American Package Competition.

Malcolm S. MacNaught is advanced from sales manager to manager of *Electrical Contracting*, a McGraw-Hill publication.



The TIES are STRONGER than EVER

TIKE a catalytic agent in a chemi-L cal experiment, the treacherous Japanese attack on Pearl Harbor had the overnight effect of uniting all Americans in a common cause. It swept into limbo the rubbish of racial conflict, political partisanship, and class warfare. From now on, our enemies face a united people in the United States.

Cleveland, like all great American cities, has had differences of opinion to adjust, varying interests to be merged in the common welfare. Yet it is unlikely that one could find, anywhere in America, a city of similar size and make-up that has adjusted itself more quickly and completely to active participation in America's war effort. Cleveland's industries are humming with all-out production. Recruiting stations are busy, sales of defense bonds and stamps far beyond quota. Cleveland's citizens have enlisted their natural civic-mindedness in the service of the country at large.

A large share of the responsibility for Cleveland's smooth transition to a wartime economy lies in the leadership exerted by Cleveland's newspapers. This goes far beyond the fact that these papers have consistently supported all-out preparation for the present conflict. It has its roots in their persistent efforts, over many years, to keep Cleveland informed about itself. As a result, Clevelanders have faith in each other-in themselves - in their leadership - and in their ability to see this thing

through without confusion or hysterics.

It is only natural that times like these should make the ties even stronger between Clevelanders and the newspapers they have learned to trust. They depend upon them, not only for complete news of the War in all parts of the world, but for facts and features affecting their own participation. This is particularly true of the "CLEVELAND PRESS", with its "You Can Help" Department, its Information Bureau for registered parents of servicemen, and other timely features.

The greater attention that Clevelanders are paying to their newspapers today has a significant value to advertisers. Daily needs go on in Cleveland - and Clevelanders have the means to fulfill them. The products and services they meet on their newspaper pages will be most likely to get their patronage.

The Cleveland Press

A SCRIPPS-HOWARD



NEWSPAPER

FEBRUARY 1, 1942

The degree of faith and depth of affection which readers have for a newspaper is reflected in its circulation. The Cleveland Press has the largest circulation coverage of the Cleveland area in its entire history. This is evidence of its Power ... power to do good; power to move goods.

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

★★★★ Best relative outlook

*** Very good relative outlook

*** Good (medium) relative outlook

** Fair relative outlook

* Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked 大文 may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked 大文文文. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales	Sales		Sales	Sales
	Prospect	Prospect		Prospect	Prospect
	for	for		for	for
		Next		Feb.,	Next
	Feb.,				
	Mar.	12		Mar.	12
	& Apr.	Months		& Apr.	Months
Air Conditioning	****	****	Machine Tools	****	****
Airline Travel		****		****	****
Airme Travel	***		Machinery (Agr'l)		
Aircraft Sales		****	Machinery (Ind'l)	****	****
Auto Sales (New)	*	*	Meats	***	***
Auto Sales (Used)	****	****	Metal Containers	*	*
Automobile Tires	*	*	Metals (Non-Ferrous)		****
Baking General	***	***	Motion Picture Receipts	***	****
Banks (Revenues)	**	**	Munitions		****
Beer	***	***	Musical Instruments	*	*
Building (Heavy)	***	****	Office Equipment	**	**
Building (Resid.)		*	Oil Burners		*
Candy & Chewing Gum.		**	Oil (Cooking)		***
Canned Fruits & Veg		***	Paint	***	****
Cereals	**	**	Paper (Newsprint)	***	***
Chemicals (Misc.)	****	****	Paper (Misc.)	****	****
Cigarettes		***	Photographic Supplies.		****
Cigars		*	Plastics		****
Clothing (Men's, Wo		_ ^	Printing & Pub. Eq		**
		44			**
men's & Children's)		**	Radios		
Coal (Anthracite)		***	Railroad Equipment		****
Coal (Bituminous)		****	Railroads (Net Income		
Cosmetics	***	***	Refrigerators		*
Cotton Textiles	. ****	***	Restaurants		****
Dairy Products	***	***	Rural Stores	. ****	****
Department Stores	***	***	Security Financing		*
Diesel Engines	. *****	****	Shipbuilding		****
Drugs and Medicines	****	****			***
Floatrical Faminas	****	AAAA	Shoes		*
Electrical Equipment			Silk Textiles	1	
(Heavy)	****	***	Soap		**
Electrical Equipment			Soft Drinks		***
(Light)	. *	*	Sporting Goods	. ***	***
Exports	. ****	****	Stationery (Commer'l)	. ***	**
Farming		****	Steel and Iron	****	****
Flour		**	Sugar		**
Furs	***	***	Surgical Equipment		***
Gasoline and Oil	****		Synthetic Textiles		1
Glass and Materials		****			****
			(Rayon, Nylon, etc.)		****
Groceries		**	Television		AAAA
Hardware	*	*	Toothpaste and Mouth		
Hotels	****	****	Washes		***
House Furnishings			Toys and Games		****
(Floor Coverings,			Trailers (Autos)	****	
Furniture, Beds, etc.) **	**	Travel (Domestic)	***	***
Household Prod. (Misc.	*	*	Travel (Sea)	. *	*
Household Repair	****	****	Trucks		
Imports	*	*	Utilities-Electric		**
Imports		*			**
Installment Financing.	*		Utilities—Gas		
Insurance (Life)		**	Utilities-Telegraph		**
Jewelry		***	Utilities—Telephone.	***	**
Laundry	**	***	Vacuum Cleaners	. *	*
Liquor (Alcoholic)	**	**	Washers-Household.		*

PREPARED by a group of industrial experts under the direction of Peter B. B. Andrews, and specially copyrighted by Sales Management, Inc. Reprints of this page are available at 5 cents each, minimum order \$1.00, 20% discount on standing orders for 25 or more monthly. Sales Management, Inc., 420 Lexington Avenue, New York, N. Y.

High Inventories Make Sales Problem Despite Curtailments

The proportion of manufactured goods for war and export is indicated by our exceptionally good Washington sources to have reached a level about 23% of the total, compared with the 20% level for defense exports experienced last year and the 10% total of 1940. Rapidly expanding, the war effort is booming our national income and industrial activity to peaks far above anything previously attained.

While this proportion already is enormous, it is due to grow speedily throughout 1942, with a 50% proportion likely to be established by the end of the current year. The country's inventory position, now at about \$16,-000,000,000, is unprecedentedly high, with sharp advances having taken place in recent months, both in nondurable and durable consumers' goods inventories. Thus, despite the operation of tighter priority controls, new allocations, fresh curtailment of consumer durables and material scarcities, stocks in many consumers' lines are heavy, still requiring expert marketing, well-planned selling.

Raising Sights to the Future

For all the to-do over rising national debt, the long range sights of a number of Washington planners are squaring on a public debt several times that of the present, but a concomitant national income twice that of 1941. This is based on the ultimate reversion on a great scale to promotion of public income, consumer's goods. Plans for reaching such an economic state are in process purely as a sideline, of course, since the major effort is concentrated on armament expansion. Never in the entire history of Washington, however, have our Administrators been so conscious of the need for planning early for the post-war economy, which would rest-according to these viewson the basic effort to advance national income.

Not only is Washington planning—current and prospective—thoroughly sifted and taken into account by SM's Future Sales Ratings, but pure business trends themselves are carefully considered. Often, developments in trade, politics and finance are so rapid that a complete revamping of prospects and ratings is necessary. Through the monthly reconsideration of industry outlooks provided by SM, a regular reflection of the conglomerate cross currents is presented.

It's why we are first that matters!

Again in 1941, KNX led all Los Angeles network stations in local and national spot business. And this is in addition to the 1941 KNX lead in network business—in the brilliant coast-to-coast programs that build babitual listening by the biggest audiences ... a lead, by the way, that KNX has held every year since it joined CBS. Records like this are gratifying to us. But more important to you is why KNX leads. For that, ask the retailers who feel the direct power of KNX to bring in cash over the counter. Or ask the advertisers who have made KNX first. They'll sum it up for you in most sales per minute, most sales per dollar. When you have a sales job to do in Los Angeles, follow the business leaders who have made KNX its leading station.

KNX LOS ANGELES . 50,000 WATTS

Owned and operated by the Columbia Broadcasting System. Represented nationally by Radio Sales with offices located in New York, Chicago, St. Louis, Charlotte, San Francisco

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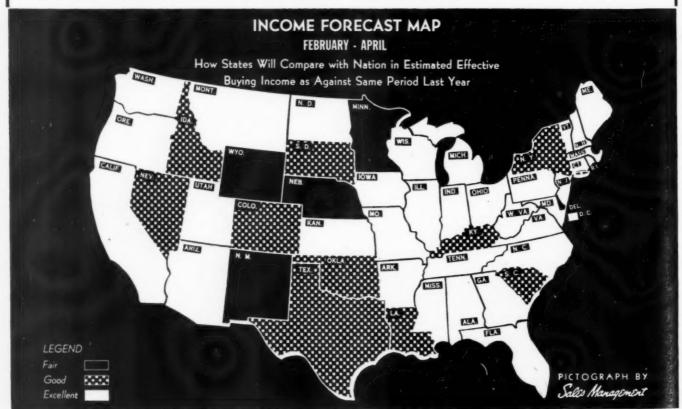
"Quarter-Ahead" Effective Buying Income

(Estimated for 12 Months Ending April 30, 1942)

State & Section	Ratio of Change (USA=100) for 12 months Ending Apr. 30	Per Family Annual, 12 Months thru April	Gain in Millions of Dollars over Year 1941	State & Section	Ratio of Change (USA=100) for 12 months Ending Apr. 30	Per Family Annual, 12 Months thru April	Gain in Millions of Dollars over Year 1941
Maine	98.9	\$2,619	31.20	Delaware	90.2	\$3,615	10.05
New Hampshire		2,541	12.68	Maryland	106.5	3,505	121.50
Varmont		2,735	12.72	District of Columbia	101.5	6,163	68.95
Massachusetts		3,683	218.40	Virginia	102.6	2,345	101.38
Rhode Island	100.8	3,740	49.87	West Virginia	96.3	2,090	46.90
Connecticut	108.2	4,741	165.75	North Carolina	102.6	1,905	108.42
New England	100.2	3,685	490.62	South Carolina	92.7	1,540	14.42
New York	93.9	3,698	645.00	Georgia	98.7	1,704	78.00
New Jersey		3,747	214.50	Florida	102.3	2,062	51.00
Pennsylvania	98.7	3,190	382.50	South Atlantic	97.1	2,308	600.62
Middle Atlantic	97.9	3,675	1,242.00	Arkansas	106.2	1,221	29.33
	1			Louisiana	93.9	1,688	51.98
Ohlo		3,427	595.90	Oklahoma	92.6	1,668	46.56
Indiana		2,900	282.50	Texas	97.6	2.068	232.56
Illinois		3,243	303.70	w	96.7		2/2 /2
Michigan		3,520	327.60	West South Central		1,805	360.43
Wisconsin	101.4	2,935	179.20	Montana	107.3	2,586	25.50
East North Central	104.8	3,271	1,971.10	Idaho	96.1	2,123	18.76
Minnesota	92.1	2,471	95.20	Wyoming	88.1	2,516	4.25
lowa		2,238	126.72	Colorado	95.1	2,227	41.58
Missouri		2,286	184.50	New Mexico	84.9	1,640	5.74
North Dakota		1,860	10.82	Arizona	99.1	2,411	28.50
South Dakota		1,918	16.50	Utah	96.9	2,334	20.74
Nebraska		1,850	16.25	Nevada	92.7	3,386	7.87
Kansas		2,190	111.10	Mountain	96.7	2,300	152.94
West North Central	98.7	2,230	561.09	Washington	105.6	2,923	117.45
				Oregon	103.1	2,563	60.80
Kentucky		1,605	65.72	California	102.1	3,335	550.75
Tennessee		1,628	62.70				-
Alabama		1,464	770.98	Pacific	103.4	3,194	729.00
Mississippi		1,055	46.80	United States	100.0	2,806	6,354.00
East South Central	. 101.4	1,465	246.20		Relative		
See page 75 and follow	ing for comple	te list of Hi	gh-Spot Cities		126.7 Actual		

The first column above is a yardstick of relative change, with U. S. A. representing 100. Actual estimated national change is at end of table, April being 126.7. A state figure of 97.5, for example, signifies a percentage gain less than the nation's. To find that state's gain or loss over its own previous year, multiply

97.5 by 126.7, which equals (point off four places) 123.5 or a gain of 23.5%. . . . To determine roughly the gain in dollars for a city, apply against the state's "gain in millions of dollars over year 1941" the city's percentage of state income as given in Survey of Buying Power.



Sales Management High-Spot Cities

SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart on the business progress of nearly 200 large cities. The ones shown in the following columns are those where, for the 12-month period ending 60 days ahead, retail sales should show the

greatest increases.

Two index figures are given under "Retail Sales Index," and one volume figure. Under "Rate of Change" we first show the "City Index." A figure of 126.0, for example, means that retail sales in this city for the 12-month period ending on the designated date will show a probable increase of 26% over the similar 12-month period ending a year previously . . . the second column, "City-National Index," relates that city change to the probable national change for the same period. A city may have a sizeable gain over its own past but the rate of gain may be less than that of the nation. All figures in the second column above 100 indicate cities whose gains are greater than that of the U.S.A.

The third column, called "Volume of Change," gives the dollar and cents gain in retail sales for the same period as is used in the index columns.

Readers who wish to determine the total volume of retail sales for the 12 months ending on the designated date of the year preceding (1941) should use this formula:

Gain in millions $- \times 100 = \text{retail sales}$ Percentage gain volume

To secure probable volume for 12 months ending this year, add gain in millions to quotient secured from above formula.

Example: City index of 126, and gain of \$52 millions: \$52,000,000 divided by 26 and multiplied by 100 equals \$200,000,000, which is total volume for period ending same date last year. Add \$52,000,000 and you get volume of \$252,000,000 as expected total for 12 months ending 60 days hence.

Suggested uses for this index: (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.

As a special service this magazine will mail, twenty days in advance of publication, a mimeographed list giving the forward ratings of all cities. The price is

\$1.00 per year.

Preferred Cities-of-the-Month

The following cities are ones where the probable change in retail sales—for the year ending March 31 vs. same period last year—will be a gain exceeding by 5% or more that of the nation as a whole. The city's total volume of retail sales for the year ending March 31, 1941, equals 100. Included are all cities having a "City" Index of 127.6 or higher, and a "City-National" Index of 105.0 or higher.

The two index figures on page 76 show direction and degree; they answer the questions "which way"—and "how far?" The same Preferred Cities-of-the-Month Index figures are repeated on pages 77-80 under state totals, with the added column of gain in millions in Retail Sales, which answers the question

"how much?"

The national ratio for 12 months ending March 31 is 121.5, or a gain of

21.5 over last year.

The probable national gain in retail sales for the 12 months ending March 31, compared with the similar 1941 period, will be \$10,179,000,000, and the total sales volume for the year ending March 31, 1942, will be \$57,523,000,000.

ROSS FEDERAL RESEARCH CORPORATION

in an extensive "on-the-spot" survey completed Dec. 1941.

FACTS ON HOLYOKE, MASS. **VERIFIED!**

A 100% increase in payroll over 1940!

All formerly vacant plants now occupied by concerns, new to Holyoke.

Back-log of orders insure continued flow of pay envelopes!

MAKE this YOUR 1942 selling opportunity.

USE the HOLYOKE Transcript - Telegram for complete daily newspaper coverage in New England's best *averaged leading market.



HOLYOKE RANSCRI ELEGRA

HOLYOKE, MASS.

Now Over 20.000 Circulation

* 12 months - 1941

UTICA'S ONLY RADIO STATION AMERICAS 52nd MKT.

Primary Defense Contracts \$92,000,000

Weekly Industrial Payroll Increase 21% in 1941



Serving 81,000 Radio Homes as C.B.S. Basic Supplementary

200,000 Utica-Rome Metropolitan Population

tiett teint ettieenin	NI FLAZA NOTEL	HICAGOVIRGIL REITER
LOS ANGELESWALTER BIDDICK	UTICA, N. Y., 1st National Bank Bldg	BOSTONBERTHA BANNAN

Sales Management
High-Spot Cities

Preferred Cities-of-the-Month

(Continued from page 75)

City

City-

National

	Index 12 months ending March 31, 1942	Index 12 months ending March 31, 1942
Population:		
Over 500,000		
Cleveland	131.7	108.4
Philadelphia		107.8
Baltimore		106.0
Detroit	127.6	105.0
100,000 to 499,	999	
San Diego	152.3	125.4
Honolulu	148.5	122.2
Louisville	. 145.0	119.3
Wichita		116.3
Oakland	140.4	115.5
Seattle	138.5	114.0
Memphis	138.0	113.6

City Index 12 month ending March 31, 1942	ending March	City Index 12 months ending March 31, 1942	City- National Index 12 months ending March 31, 1942
Tacoma 136.5	112.3	Greenville, S. C 139.6	114.9
Long Beach 136.0	111.9	Augusta, Ga 139.5	114.8
Birmingham 135.5	111.5	Tangaran, Car territoria	
Cincinnati 133.5	109.9	Portland, Me 138.6	114.1
Providence 133.2	109.6	Passaic 138.2	113.7
Dallas 133.0	109.5	Charleston, S. C 136.2	112.1
Akron 132.9	109.4		
Erie 132.8	109.3	Sioux Falls 135.6	111.6
Charlotte 131.1	107.9	Battle Creek 135.5	111.5
Portland, Ore 131.1	107.9	Elmira 134.6	110.8
Nashville 131.0	107.8	Superior 134.5	110.7
New Orleans 130.7	107.6	Fort Smith 134.3	110.5
Dayton 130.7	107.6	Ogden 133.8	110.1
,		Canton, O 133.7	110.0
Toledo 129.0	106.2	Wichita Falls 133.5	109.9
Fort Wayne 128.6	105.8	Norfolk 133.5	109.9
Tulsa 128.5	105.8	East St. Louis 133.5	109.9
Worcester 128.5	105.8		
Youngstown 128.2	105.5	Columbus, Ga 132.7	109.2
Fort Worth 128.2	105.5	Jamestown, N. Y131.8	108.5
Indianapolis 128.0	105.4	Manitowoc 131.2	108.0
Jacksonville 127.8	105.2	Beaumont 130.8	107.7
Chattanooga 127.8	105.2	Little Rock 130.6	107.5
Richmond 127.6	105.0	Jackson, Mich 130.5	107.4
		Durham 130.2	107.2
Under 100,000		Asheville 129.1	106.3
Macon 148.8	122.5	Waterbury 128.7	105.9
Mobile 145.5	119.8	Savannah 128.3	105.6
Rockford 142.0	116.9	York 128.0	105.4
Sheboygan 141.5	116.5		
Spartanburg 140.0	115.2	U. S. A 121.5	100.0

\$4,974 Per Family

Connecticut's Effective Buying Income* is now \$4,974 per family - almost double the national average of \$2,790. Do a real selling job in Connecticut's Major Market, by using WDRC in Hartford. Get all 3 on WDRC coverage, programs, rate!

* Figures from Sales Management

THE ADVERTISING TEST STATION IN THE ADVERTISING TEST CITY BASIC CBS, HARTFORD

CONNECTICUT'S PIONEER BROADCASTER

Retail Sales Index for All Cities Where Increases Are Expected for Year Ending March 31

The following are the important cities charted by SM, and where retail sales increases will be shown for year ending March 31, 1942. See page 75 for detailed description and suggested

Perhaps a permanent turning point in the upward climb of retail sales is to be found in these figures for the year ending March 31. Retail sales gains are being slowed up by three factors-imminence of March 15 income tax payments, comparison with very high retail volume last year, and temporary dislocations caused by lags in the transfer from civilian goods to war economy.

> RETAIL SALES (12 months ending March 31, 1942, compared with March 31, 1941)

		Change
City	City- Nationa	

_			
	City Index	City- Nation	Gain al in Million
U. S. A			
,		100.0	\$10,179
Alabama			
Mobile	145.5	119.8	\$17.60
Birmingham	135.5	111.5	42.60
Montgomery	122.5	100.8	7.70
Arizona			
Tucson	123.0	101.2	6.00
Phoenix	119.1	98.0	9.75
Arkansas			
Fort Smith	134.3	110.5	6.20
Little Rock	130.6	107.5	14.10
California			
San Diego	152.3	125.4	64.55
Oakland	140.4	115.6	80.45
Long Beach	136.0	111.9	32.95
San Jose	127.0	104.5	12.95
Stockton	125.5	103.3	10.25
Fresno	124.6	102.6	14.80
Berkeley	121.1	99.7	10.40
San Francisco	121.0	99.6	86.40
San Bernardino.	120.6	99.3	6.05
Los Angeles	120.3	99.0	179.85
Pasadena	115.3	94.9	9.15
Santa Barbara	114.8	94.5	3.10
Sacramento		86.0	3.95
Colorado			
Denver	127.0	104.5	50.35
Pueblo	116.6	96.0	28.90
Colorado		2	
Springs	110.5	90.9	2.35
Connecticut			
Waterbury	128.7	105.9	15.10
Hartford	126.8	104.4	35.80
Nev. Haven	125.0	102.9	24.65
Bridgeport	121.0	99.6	18.80
Stamford	119.2	98.1	6.90
_			,0

RETAIL SALES (12 months ending March 31, 1942, compared with March 31, 1941)

Rate of

Change

Volume of

Change

	City	City- Nationa Index	Gain l in Millions
D.1	Inaex	Inaex	Millions
Delaware Wilmington	119.3	98.2	15.35
Dist. of Colum	hia		
Washington	125.8	103.5	118.70
w asimigron	127.0	103.7	110.70
Florida			
Jacksonville	127.8	105.2	24.95
Tampa	120.5	.99.2	11.50
Miami	112.7	92.8	16.50
Georgia			
Macon	148.8	122.5	17.30
Augusta	139.5	114.8	11.05
Columbus	132.7	109.2	10.90
Savannah	128.3	105.6	11.10
Atlanta	125.0	102.9	51.05
TT			
Hawaii			
Honolulu	148.5	122.2	
Idaho			
· Boise	116.5	95.9	4.05
Doise	110.)	77.7	4.0)
Illinois			
Rockford	142.0	116.9	23.35
E. St. Louis	133.5	109.9	10.60
Moline-Rock Is			
E. Moline		102.1	9.85
Chicago	123.6	101.7	388.20
Peoria	123.0	101.2	16.50
Indiana			
Fort Wayne	128.6	105.8	18.05
Indianapolis	128.0	105.4	60.20
Evansville	124.1	102.1	12.75
Gary	124.0	102.1	12.55
South Bend	119.0	97.9	11.85
Terre Haute	118.1	97.2	6.95
Iowa			
	127.0	104 5	0.05
Cedar Rapids Sioux City	127.0 124.5	104.5 102.5	9.95 10.70
Davenport	114.8	94.5	5.65
Des Moines	111.3	91.6	10.00
Kansas			
Wichita	141.3	116.3	25.35
Kansas City	124.5	102.5	9.35
Topeka	116.0	95.5	5.00
Kentucky			
Louisville	145.0	119.3	66.15
Lexington	107.7	88.2	2.50
	20111	0014	2.70

Louisiana

Maryland

New Orleans . 130.7 107.6 Shreveport ... 123.5 101.6

Portland 138.6 114.1

Baltimore 128.8 106.0 132.20

Bangor 121.0

18.20

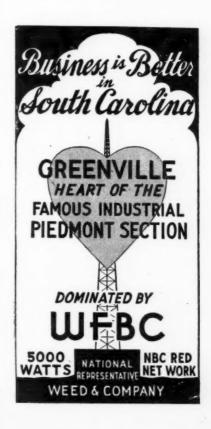
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The Hartford Courant Established 1764 (Sells for 4c)

Represented Nationally by **GILMAN, NICOLL & RUTHMAN** New York, Philadelphia, Boston

Detroit, Chicago, San Francisco



Sales Managers, adv. Mgrs. Sales Managers, adv. Mgrs. Their advertising agencies This is WHY SAN DIEGO

CONTINUES so consistently as the nation's BIG WHITE SPOT

WITH 3.7% of California's population
- SAN DIE60 has 27% of the State's
Defense contracts (allotted June '40 thru Sept. '41)

Put <u>your</u> dollars in the <u>one</u> <u>best medium</u> to reach this BIG, RICH San Diego Market

Call our representative today for latest ABC report and market information.



New York Chicago Detroit Cleveland St. Louis Seattle Portland San Francisco Los Angeles



Sales Management High-Spot Cities

(Continued from page 77)

RETAIL SALES (12 months ending March 31, 1942, compared with March 31, 1941)

Rate of Change	Volume of Change
Ci	ity- Gain
City Nati	onal in
Index Ind	lex Millions

	Index	Inaex	Millions
Massachusetts			
Worcester	128.5	105 0	20.00
Holyoke	126.5	105.8 104.1	30.80 6.70
Fall River	122.7	101.0	10.65
Springfield	120.2	98.9	18.60
New Bedford .	120.0	98.8	9.60
Lowell	117.5	96.7	7.30
Boston	115.3	94.9	81.80
Michigan			
Battle Creek	135.5	111.5	10.00
Jackson	130.5	107.4	10.15
Detroit	127.6	105.0	234.00
Bay City	125.3	103.1	6.40
Kalamazoo	123.0	101.2	9.95
Lansing	122.7	101.0	12.55
Saginaw	122.0	100.4	9.40
Grand Rapids .	120.7	99.3	19.80
Flint	119.2	98.1	16.45
Minnessta			
Minnesota	101-		10
St. Paul	124.5	102.5	43.85
Duluth	121.6	100.1	10.60
Minneapolis	119.0	97.9	55.60
M:::			
Mississippi			
Jackson	122.3	100.7	7.00

Missouri			
Springfield	123.5	101.6	7.20
St. Louis	122.0	100.4	84.70
Kansas City	119.8	98.6	48.10
St. Joseph	119.5	98.4	5.80
M			
Montana			
Billings	117.1	96.4	3.65
Nebraska			
	1246	102 (27.00
Omaha Lincoln	124.6 104.9	102.6 86.3	27.90
LINCOIN	104.9	80.5	2.00
Nevada			
Reno	105.5	86.8	1.60
		00.0	2.00
New Hampshi	re		
Manchester	120.0	98.8	7.25
New Jersey			
Passaic	138.2	113.7	16.10
Camden	124.5	102.5	13.50
Jersey City-			
Hoboken-	1100	07.4	20.20
Paterson	118.0	97.1	38.20
Newark	118.0	97.1	50.50
Trenton	115.0	94.7	10.90
New Mexico			
Albuquerque	124.5	102.5	6.60
	121.7	104.7	0.00
New York			
Elmira	134.6	110.8	10.30
Jamestown	131.8	108.5	7.50
Buffalo	127.1	104.6	75.65

RETAIL SALES (12 months ending March 31, 1942, compared with March 31, 1941)

Rate of Volume of Change Change City- Gain City National in Index Index Millions

New York (cont'd) Utica 126.0 103.7 Rochester 122.5 Syracuse 121.0 99.6 25.25 Binghamton .. 119.5 98.4 8.80 546.55 New York ... 117.0 96.3 Albany-Troy-Schenectady ... 106.5 11.30 North Carolina Charlotte 131.1 Durham 130.2 107.2 8.15 Asheville 129.1 106.3 9.00 Greensboro ... 126.0 103.7 8.30 Raleigh 124.1 Winston-Salem 120.8 7.05 102.1 North Dakota Fargo 119.4 4.65 Grand Forks .. 118.5 97.5 2.30 Ohio Canton 133.7 110.0 21.75 87.85 Cincinnati 133.5 109.9 Akron 132.9 Cleveland . . . 131.7 109.4 42.85 162.65 Dayton 130.7 40.30 107.6 Toledo 129.0 106.2 44.80 Youngstown . . 128.2 105.5 26.65 Springfield . . . 123.5 Columbus . . . 122.2 Steubenville . . 116.5 8.00 101.6 39.50 4.35 Zanesville 116.0 3.10 Oklahoma Tulsa 128.5 105.8 20.00 Oklahoma City. 122.0 100.4 19.85 Oregon Portland 131.1 107.9 Salem 124.1 102.1 62.80 5.40 Pennsylvania 132.8 Erie 109.3 18.85 Philadelphia . . 131.0 107.8 258.90 York 128.0 Williamsport . 126.5 104.1 6.80 101.2 Pittsburgh 123.0 99.15 Johnstown 121.3 99.8 9.10 7.60 Lancaster 120.0 98.8 Allentown 119.0 10:25 Reading 116.5 9.85 Wilkes-Barre . 114.5 94.2 6.70 Scranton 114.0 8.05 Altoona 112.4 5.10 Rhode Island Providence ... 133.2 109.6 49.55 South Carolina Spartanburg . . 140.0 115.2 9.45 Greenville ... 139.6 114.9 Charleston ... 136.2 112.1 13.45 13.00 Columbia 123.0 101.2 9.50 South Dakota Sioux Falls ... 135.6 111.6 10.20 Tennessee Memphis 138.0 113.6 Nashville . . . 131.0 107.8 Chattanooga . . 127.8 105.2 59.45 26.80

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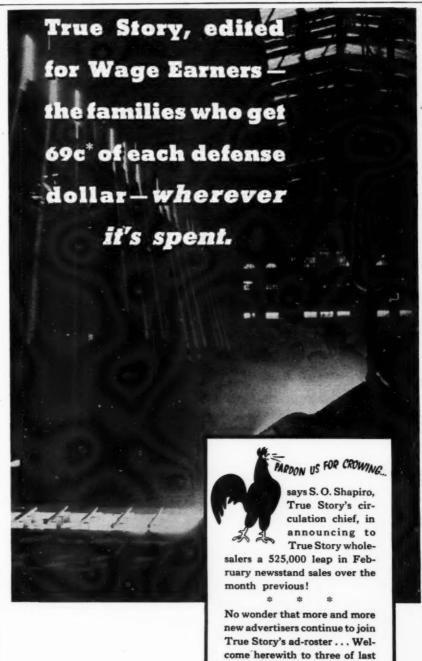
RETAIL SALES (12 months ending March 31, 1942, compared with March 31, 1941)

		Volume of Change	
	Nation		
111400	2111010	112 111 1111	
133.5	109.9	8.95	
133.0	109.5	61.85	
130.8	107.7	9.90	
.128.2	105.5	27.75	
.126.8	104.4	58.40	
	102.6	48.25	
124.5	102.5	6.40	
124.2	102.2	30.85	
119.3	98.2	. 4.80	
. 109.7	90.3	4.00	
	City Index 133.5 133.0 130.8 128.2 126.8 124.7 124.5 124.2 119.3	City National Index Inde	

*Source: Department of Labor, 1941

RETAIL SALES (12 months ending March 31, 1942, compared with March 31, 1941)

	Rate of Volume of Change Change		1741)
		Nation	Gain al in Millions
Utah			
Ogden	133.8	110.1	7.40
Salt Lake City.			16.50
Vermont			
Burlington	125.5	103.3	4.80
Virginia			
Norfolk	.133.5	109.9	26.50
Richmond		105.0	31.95
Portsmouth	127.0	104.5	5.70



99.6

month's arrivals: The Visking Corp., Marchand's Golden Hair

Wash, Van Camp's Beans!

SWORDS AND PLOWS

ARE FORGED IN

BIRMINGHAM

★ Swords to Plowshares—or vice versa—The Birmingham District has the materials, the men and the skill to meet any emergency.

★ Wide diversification of resources, room for expansion and available labor have made the changing of Alabama into an important Defense Arsenal comparatively easy.

★ Aluminum, electricity, ships, cement, power, chemicals, ordnance, explosives, steel, coal, iron, coke, fabrication and textiles—all share in the near-billiondollar defense building and production budget in the state.

★ With an increase in Retail Sales within the area served by Birmingham stores averaging 8% above the national increase, advertisers receive the full effect of The Birmingham News-Age-Herald's average daily circulation of 191,404 and Sunday circulation of 160,595, as shown by our ABC Interim Publishers' Statement of October, November and December, 1941.

The Birmingham News THE BIRMINGHAM AGE-HERALD

"THE SOUTH'S GREATEST NEWSPAPERS"
MORNING & EVENING & SUNDAY & A & RADIO STATION WSGN, GIO KC
NATIONAL REPRÉSENTATIVES: KELLY-SMITH COMPANY



Sales Management High-Spot Cities

(Continued from page 79)

RETAIL SALES
(12 months ending March
31, 1942, compared with
March 31, 1941)

	march 31, 1941)			
	Rate of Change		Volume of Change	
		City- Nation		
Virginia (cont'		21111011		
Roanoke		98.2	8.05	
Lynchburg	118.1	97.2	4.30	
Newport News	112.1	92.3	3.15	
Washington				
Seattle	138.5	114.0	96.25	
Tacoma	136.5		24.55	
Spokane	113.0	93.0	10.10	
West Virginia				
Huntington	122.9	101.2	8.45	
Charleston	122.7	101.0	11.45	
Wheeling	113.5	93.4	4.55	
Wisconsin				
Sheyboygan	141.5	116.5	9.20	
Superior	134.5	110.7	5.60	
Manitowoc	131.2	108.0	4.20	
Milwaukee	124.6	102.6	77.85	
Green Bay	123.0	101.2	6.70	
LaCrosse	114.1	93.9	3.10	
Wyoming				
Cheyenne	125.7	103.5	4.05	

State of Maine Offers Two New Potato Brands

Maine Development Commission is offering potato wholesalers and retailers two new brands of "uniform quality, car after car, pack after pack from the first of October to June." To do this the state Department of Agriculture and Federal inspectors will work with shippers to secure consistent quality.

A pack of U. S. Extra No. 1 Grade, sized 2½ to 3½ inches, is being marketed under the patented name "Super Spuds." Another, "Chef's Special," runs in size from 3½ to 4 inches. "Main intends holding its leadership in the potato industry and we feel that these new grades will go far in keeping us out in front," explains Carl R. Smith, Commissioner of Agriculture.

The advertising program, directed by Brooke, Smith, French & Dorrance, N. Y. agency, will again employ newspapers, spot radio, trade journals, dealer helps, etc.

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order. Classified Rates: 60c a line of seven words, minimum \$3.60. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 32 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

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POSITION WANTED

Available! Nationally Known Advertising and Sales Promotion Executive

Fifteen years of successful accomplishment with 4A agencies and large advertisers, have given this man of 36 an unusually broad knowledge of advertising, sales promotion and public relations. A versatile, vivid writer and visualizer, thoroughly grounded in market research, merchandising, distribution and management, he produces advertising that gets results in increased sales. Now employed. Box 815, SALES MANAGEMENT, 420 Lexington Ave., New York.

SALES MANAGER

Now employed as general manager of company which is closing because of inability to get metal. Have 15 years' sales management hiring, training men, establishing distributors and licensees. Excellent knowledge of important markets. Familiar with Priorities. Will reside anywhere. Age 40; married; Gentile. Box 805, SALES MANAGEMENT, 333 N. Michigan Ave., Chicago, Ill.

SALES MANAGER

A potential O. P. M. casualty, who has 20 years of business training and executive experience behind him and 20 years of peak administrative capacity ahead of him, is looking for the organization that can profitably buy and use this ability. Going value \$5,000,00 annually with management of men and analysis of markets featured. Box 817, SALES MANAGEMENT, 333 North Michigan Ave., Chicago, Ill.

SALES PROMOTION

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less).

Strengthen sales promotions with prints of testimonial letters, orders, etc.

For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc. 165 Broadway; 1 East 42nd Street COrtland 7-4836

Advertisers in This Issue

	,
Page Aero Digest52-53	Page
	KNX (Los Angeles)
American Builder and Building Age52-53	KSO-KRNT (Des Moines) 68
American Telephone & Telegraph Co 27	Machinery51, 52-53
The American Weekly	Marine Engineering and Shipping Review
	J. A. Maurer, Inc
Beach Publishing Co 59	Morgan Advertising Co 59
Bakers Weekly52-53	Motor Age 12
Better Homes & Gardens 49	
The Birmingham News & Age Herald 80	New Britain Herald 78
Boot and Shoe Recorder52-53	Newsweek 8
Castle Films	Newspaper Groups, Inc 1
	New York Subways Advertising Co 9
Cellophane	The New York Times42-43
Ceramic Industry52-53 Chemical and Metallurgical	
Engineering52-53	Pittsburgh Post-Gazette 61
The Chicago Daily News 3	Pittsburgh Sun-Telegraph 14
The Chicago Sun 37	Popular Mechanics Magazine 63
The Chicago Times3rd Cover	Power52-53
Chicago Tribune4th Cover	D.:1 M1 5952
The Cleveland Press	Railway Mechanical Engineer52-53
Columbia Broadcasting System38-39	Ross Federal Research Corp 67
Cowles Stations 41	Sales Management52-53
Crystal Manufacturing Co 59	San Diego Union Tribune-Sun 78
	Schenley Distillers Corp 5
The Detroit News 10	Stetcher-Traung Lithograph Corp33-34
Ediphone 47	
Fawcett Women's Group	Textile World52-53
Food Industries52-53	Time30-31
Free & Peters, Inc 58	True Story 79
J. J. Gibbons, Ltd 70	Union Steel Products Co 70
The Hartford Courant	WDRC (Hartford)
Heating and Ventilating52-53	WFBC (Greenville, S. C.)
Holyoke Transcript-Telegram 75	WFIL (Philadelphia)
Hotel Congress 59	WHO (Des Moines)
Hotel Maryland 58	WIBX (Utica)
Hotel Mayfair 69	Winston-Salem Journal
Hotel Traymore 70 The Houston Chronicle 4	Worcester Telegram-Gazette 57
	WTAR (Norfolk)
The Iron Age52-53, 55	WTIC (Hartford)
Kimberly-Clark Corporation2nd Cover	
KFSD (San Diego)	Zippo Mfg. Co 59

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C O M M BY RAY BILL



Pland adopted the policy of having competitive manufacturers pool their joint production in one plant, thereby permitting a production efficiency which would not be possible if a number of plants were to operate on but a small fraction of their normal capacity. Of course, this leads automatically to some pooling on the sales side of both manufacturers' distribution and retail store distribution and it now looks inevitable that we will follow the English procedure on a wide scale.

Cutting down civilian production will expedite this pooling movement considerably. Special machinery is now being set up in Washington to aid it. Sales executives should make considerable point of getting to know their competitors better, because in certain fields they are soon likely to be pooling their operations instead of engaging in open competition.

open competition.

This pooling program is not a threat or a forecast of what may come. The movement is already proceeding. To be sure, it presents a serious problem for individually owned brand names. In one field recently, the manufacturers were asked to adopt one joint brand name, "The Victory So-and-So."

NPATRIOTIC HOARDING: Many businesses have in some degree practiced hoarding of both raw materials and finished goods. Doing this may have been more justified prior to Pearl Harbor, although even then it did not ring of real patriotism. Now, however, hoarding which is contrary to the wishes of the government positively stinks. In order to assure fair treatment all around, the government must be alert to prevent hoarding abuses and penalize those who would practice it for their selfish gain.

Of course, this new angle is not going to register in full degree immediately with business men who in normal times have been trained to be enterprising, highly competitive and, above all, to look out for themselves. For similar reasons, it may not take quick root with the public. But at least for the national welfare and in order to minimize the type of price inflation which is largely premised on hoarding, these business men who do not believe in hoarding should preach their patriotic gospel from housetops, firesides, factory doorsteps and store counters throughout the land.

scarce metals, paper, rubber and other reclaimable materials grow in number and scale. OPM recently announced industrial conservation programs in more than 30 centers, the purpose being to wreck old machinery and equipment in order to salvage needed materials. There are many other lines in which reclaiming possibilities no doubt exist, but which industry has not yet worked out.

In normal times, efforts in such directions might be highly futile because of the costs involved. But with present wartime demands, plus civilian goods shortages, enterprising business men can accomplish much more in this direction than has ever before been possible. It is a field worth exploring for new business and sales possibilities, not only for the benefit of the country but also of the individuals responsible for new contributions of importance coming under this heading.

AY FOR SALESMEN OUT OF JOBS: As we go to press, Congress is on the point of appropriating several hundred million dollars to take care of men thrown out of employment owing to factories going out of civilian production and workers having to find new jobs. The plan is to make the beneficiaries of such special wartime-unemployment-pay agree to take training courses during the period of unemployment so they can henceforth do work essential to successful prosecution of the war. The information we have thus far examined does not state, but seems to imply, that these benefits are intended primarily, if not wholly, for factory workers. Nowhere have we seen specific data indicating that parallel consideration will be forthcoming for salesmen and other so-called white collar workers, who will also be thrown precipitately out of jobs owing to sharp decreases in civilian goods.

We hope the final plan will prove to be a broad and equitable one. Meanwhile, we feel it appropriate to emphasize these points: Whether a man belongs to a union or not, whether or not he is a white collar worker, should not be the measure of whether he will receive unemployment pay under such a program. White collar workers, especially salesmen, can lose their jobs just as easily as factory workers and also for no fault of their own. If we profess to be a democracy and considerate of our people as a whole, we must be sure that during the emergencies of war we are fully considerate of all equally deserving groups and not partial merely to some of them.